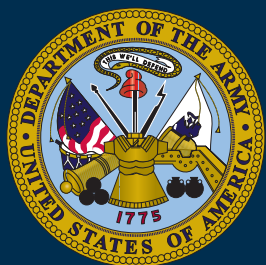


Joint Publication 3-08



Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations Vol II



17 March 2006



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PREFACE

1. Scope

Volume I discusses the interagency, intergovernmental organization (IGO), and nongovernmental organization (NGO) environment and provides fundamental principles and guidance to facilitate coordination between the Department of Defense, and other US Government agencies, IGOs, NGOs, and regional organizations. Volume II describes key US Government departments and agencies, IGOs and NGOs — 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 joint doctrine to govern the activities and performance of the Armed Forces of the United States in operations and provides the doctrinal basis for interagency coordination and for US military involvement in multinational operations. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs) and prescribes joint doctrine for 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 objective.

3. Application

a. Joint doctrine established in this publication applies to the commanders of combatant commands, subunified commands, joint task forces, subordinate components of these commands, and the Services.

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 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 and consistent with US law, regulations, and doctrine.

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APPENDIX A

UNITED STATES GOVERNMENT AGENCIES

Annex	A	United States Department of Agriculture
	B	Department of Commerce
	C	Department of Defense
	D	Department of Energy
	E	Department of Homeland Security
	F	Department of Justice
	G	Department of State
	H	Department of Transportation
	I	Department of the Treasury
	J	Central Intelligence Agency
	K	National Security Council
	L	Peace Corps
	M	United States Agency for International Development/Office of Foreign Disaster Assistance
	N	Environmental Protection Agency

UNITED STATES GOVERNMENT AGENCIES

1. This appendix provides descriptions of United States Government (USG) agencies with which the Department of Defense (DOD) has frequent interaction or that a deployed joint task force may encounter during the course of contingency operations.
2. The description of individual agencies is limited to those components that the DOD may normally encounter. These are highlighted with a bold outline on the organizational diagrams included with most agency descriptions.

ANNEX A TO APPENDIX A

UNITED STATES DEPARTMENT OF AGRICULTURE

1. Overview

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

2. Authority and Responsibilities

Within the USDA, 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).

3. Organizational Structure

For field coordination, initial contact should be made through the FAS agricultural counselor or attaché, or directly to FAS/International Cooperation and Development (ICD) Program if there is no agricultural office. 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 intergovernmental organizations (IGOs).

4. Capabilities and Core Competencies

The following USDA Services provide the Department key capabilities.

a. **Cooperative State Research Service** and the **Extension Service** provide wide-ranging capabilities to support agricultural sector needs.

b. **Natural Resources Conservation Service** provides specialists in soil and water conservation.

c. **Forest Service**, active in the conservation and proper use of forest resources, also provides disaster-scene management skills.

d. **Animal and Plant Health Inspection Service** assists in the protection of food resources from pests and disease threats.

e. **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.

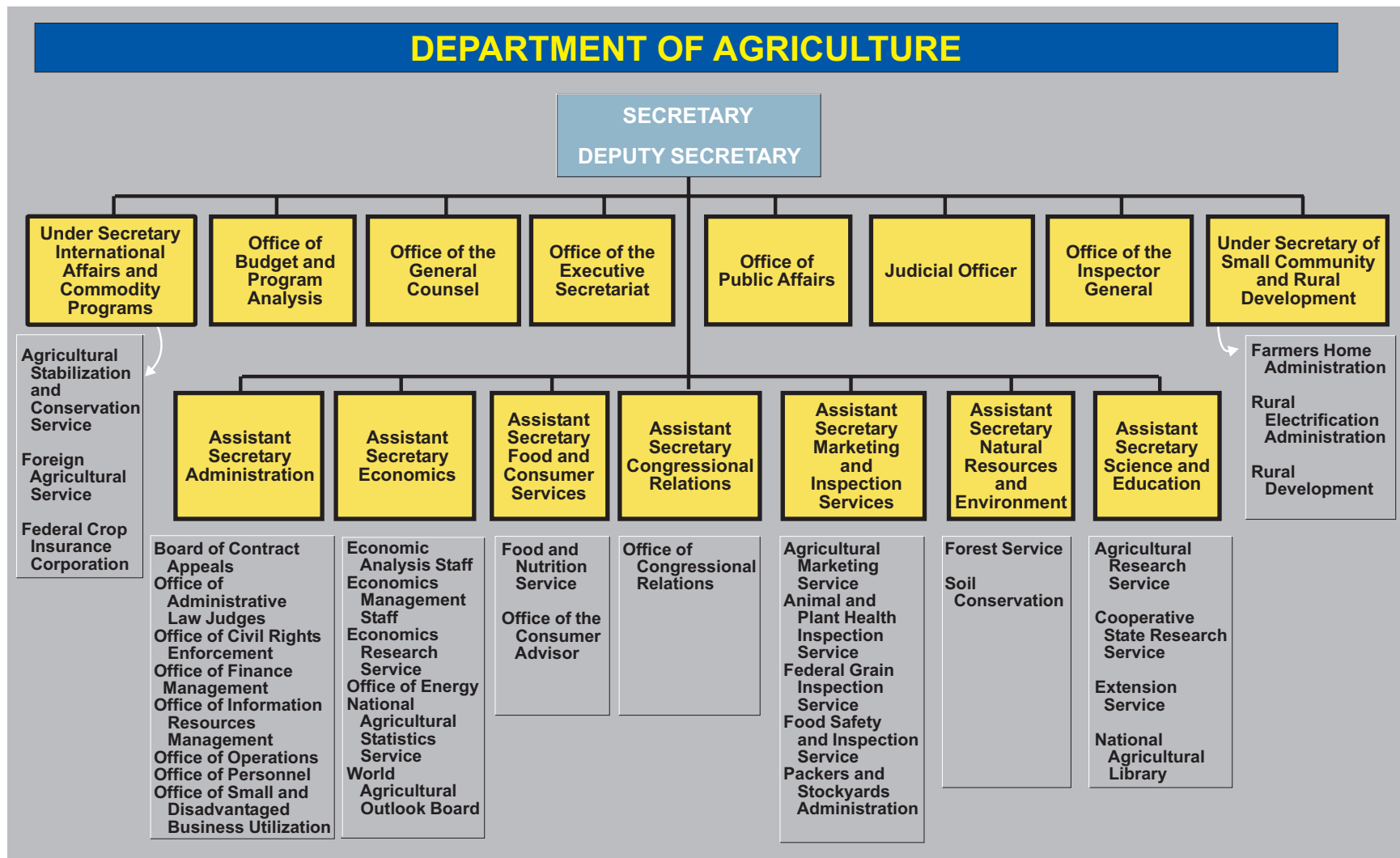


Figure A-A-1. Department of Agriculture

5. Department of Defense/United States Department of Agriculture Coordination

USDA maintains surveillance of agricultural products and guards against potential plant or animal infestations entering the United States through global distribution ports of debarkation. All forces and materiel returning to the continental United States (CONUS) through the global distribution network require USDA inspection. Retrograde and return planning must include arrangements for cleaning and USDA inspection prior to shipment from the theater. Failure to do so may result in serious delays to the shipment and significant costs to the shipper Service. Coordination with USDA will be especially important in the event of exposure to a chemical, biological, radiological, nuclear, or high-yield explosives environment. USDA also provides ongoing agricultural technical assistance in many areas outside the continental United States (OCONUS) and can develop coordinated DOD civil affairs activities and USDA projects for given countries or regions.

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ANNEX B TO APPENDIX A

DEPARTMENT OF COMMERCE

1. Overview

The Department of Commerce (DOC) 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.

2. Authority and Responsibilities

The DOC 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).

3. 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:

(1) **National Weather Service (NWS)** performs weather forecasting, maintaining a constant vigil for the life-threatening dangers of hurricanes, tornadoes, winter storms, and floods.

(2) **National Marine Fisheries Service** performs fishery management and research, enforces fishery regulations, and protects coastal fishery habitats.

(3) **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.

(4) **NOAA Corps Operations Centers** perform research in every environmental discipline. They command and operate NOAA's ocean-going fleet, pilot NOAA's hurricane

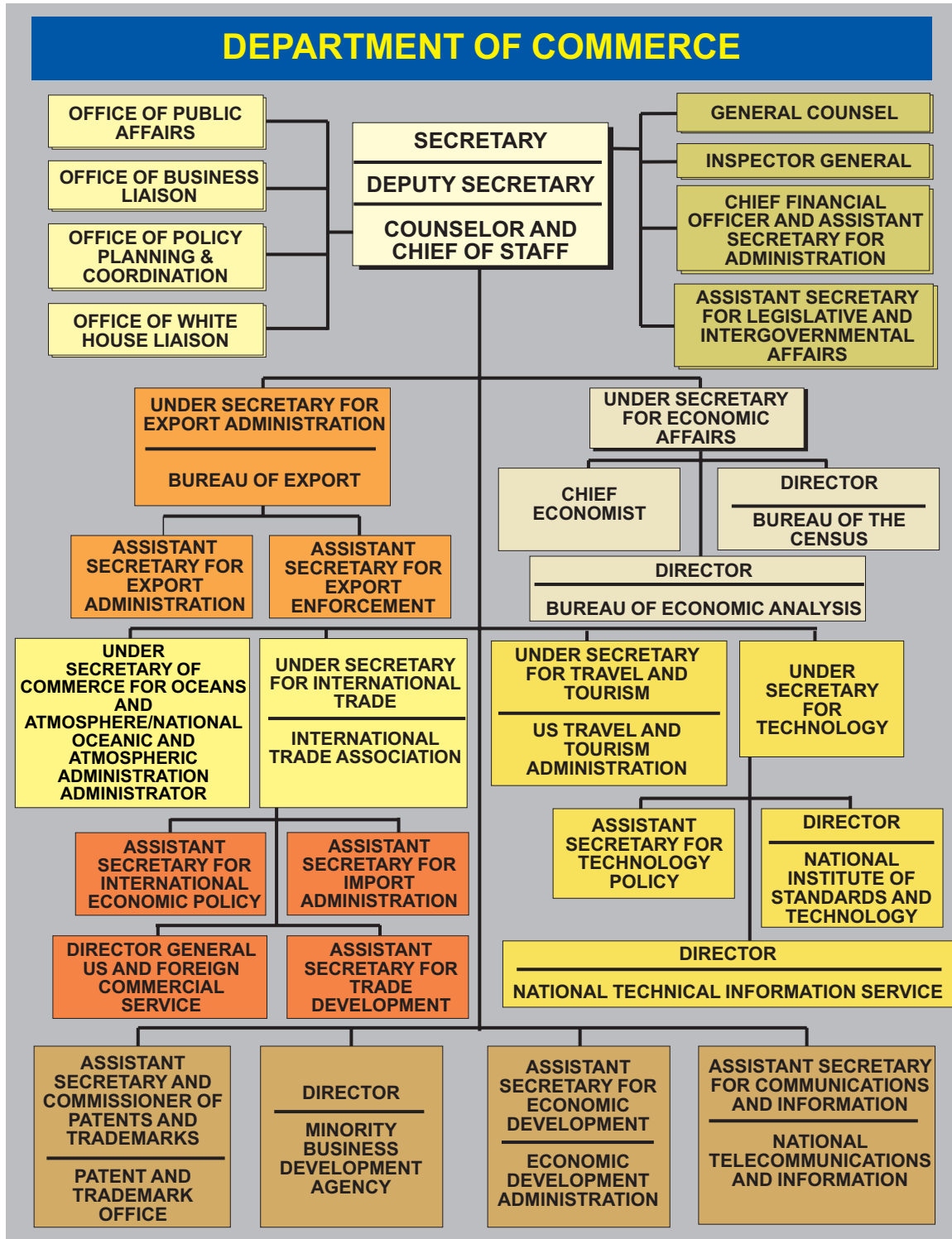


Figure A-B-1. Department of Commerce

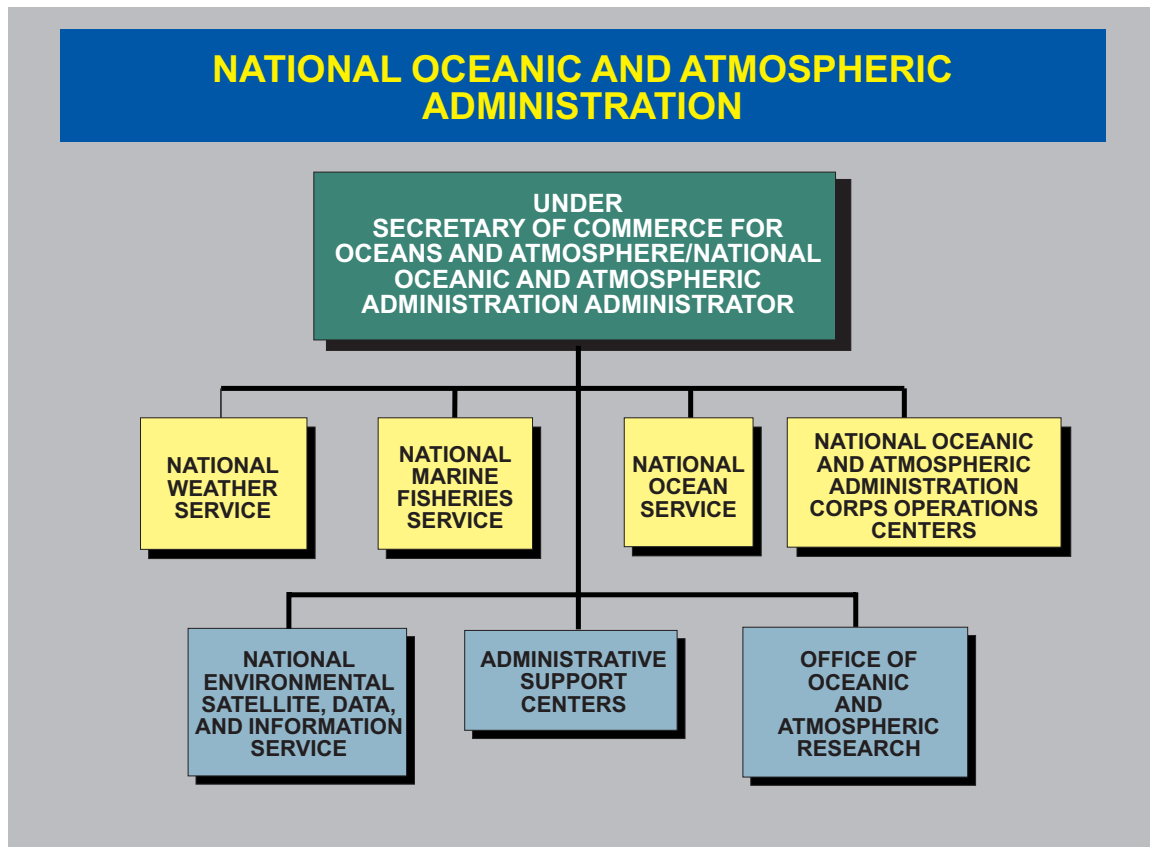


Figure A-B-2. National Oceanic and Atmospheric Administration

hunter and environmental research aircraft, measure damage caused by oil spills, monitor technical advances made in underwater diving techniques, and study global climate changes.

(5) **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 search and rescue satellite system, NESDIS helps save lives of downed pilots and mariners in distress.

(6) **Administrative Support Centers.**

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

4. Capabilities and Core Competencies

The DOC's capabilities include the following:

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

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

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

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

e. 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.

f. 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.

5. 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.

ANNEX C TO APPENDIX A

DEPARTMENT OF DEFENSE

1. Overview

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

2. Authority and Responsibilities

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

(1) Support and defend the Constitution of the United States against all enemies, foreign and domestic.

(2) Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interests.

(3) Uphold and advance the national policies and interests of the United States.

b. **The President of the United States.** The President exercises authority and control of the Armed Forces through two distinct branches of the chain of command. One branch runs from the President, through the Secretary of Defense (SecDef), to the commanders of combatant commands for missions and forces assigned to their commands. The other branch used for purposes other than operational direction of forces assigned to the combatant commands, runs from the President through the SecDef to the Secretaries of the Military Departments.

c. **Secretary of Defense.** The SecDef 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 CJCS is the principal military advisor to the President, the National Security Council (NSC), and the SecDef. The Chairman functions under the authority, direction, and control of the SecDef and transmits communications between the SecDef and combatant commanders and oversees activities of combatant commanders as directed by the SecDef.

e. **The Military Departments.** The authority vested in the Secretaries of the Military Departments in the performance of their role to organize, train, equip, and provide forces runs from the President through the SecDef to the Secretaries. Then, to the degree established by the Secretaries or specified in law, this authority runs through the Service Chiefs to the Service component commanders assigned to the combatant commands and to the commanders of forces not assigned to the combatant commands. This administrative control provides for the preparation

of military forces and their administration and support, unless such responsibilities are specifically assigned by the SecDef to another DOD component.

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

3. Organizational Structure

a. The DOD 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 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 SecDef (see Figure A-C-1).

b. **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.

c. **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 NSC, and the SecDef. The Joint Staff assists the Chairman in his responsibilities to assist the President 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 JCS in carrying out their responsibilities.

d. **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 training, organizing, providing, and equipping forces for assignment to combatant commands.

e. **Unified Combatant Commands.** A unified combatant command has a broad continuing mission under a single commander and is composed of significant assigned components of two or more Military Departments. Combatant commands typically have geographic or functional responsibilities (see Figure A-C-2).

DEPARTMENT OF DEFENSE

SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

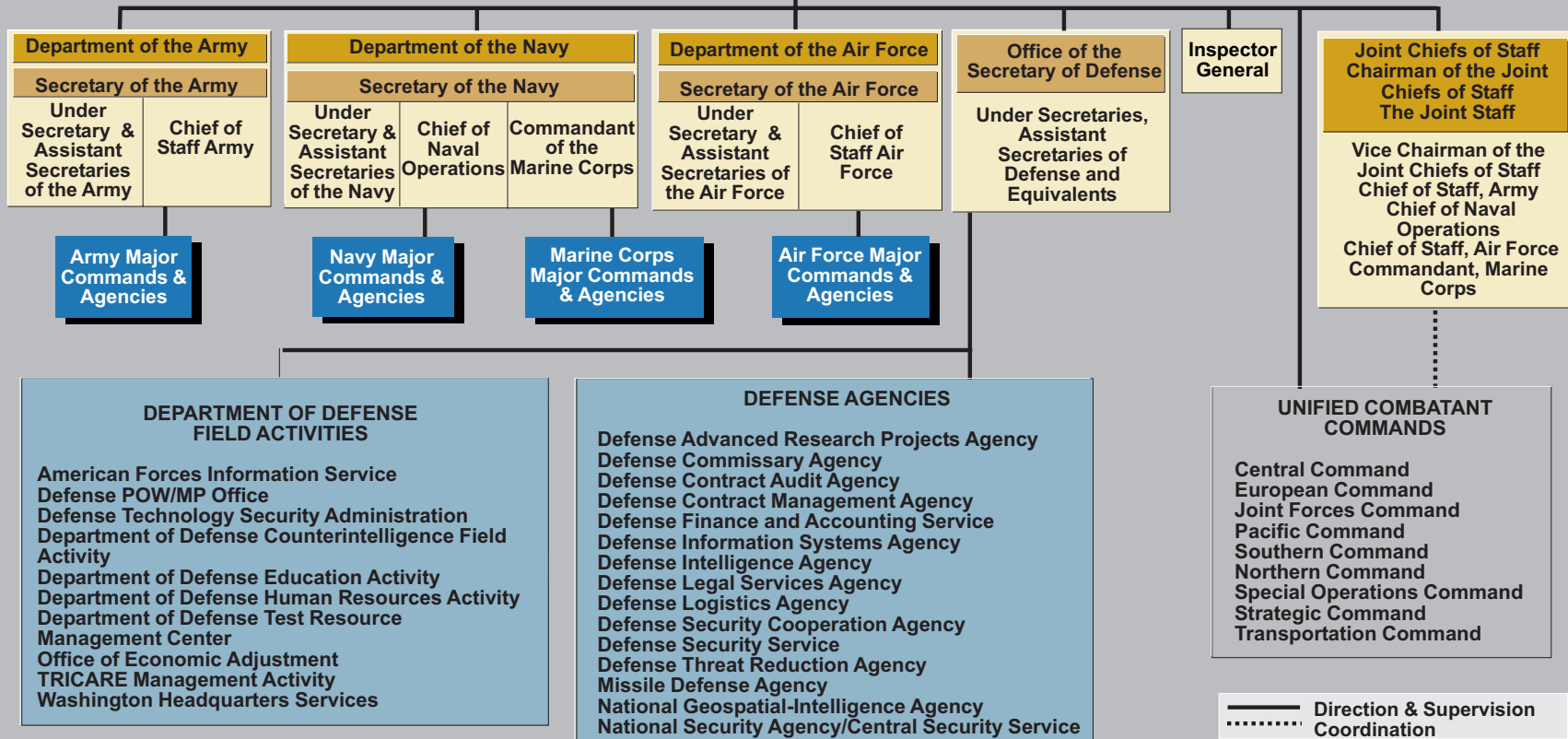


Figure A-C-1. Department of Defense

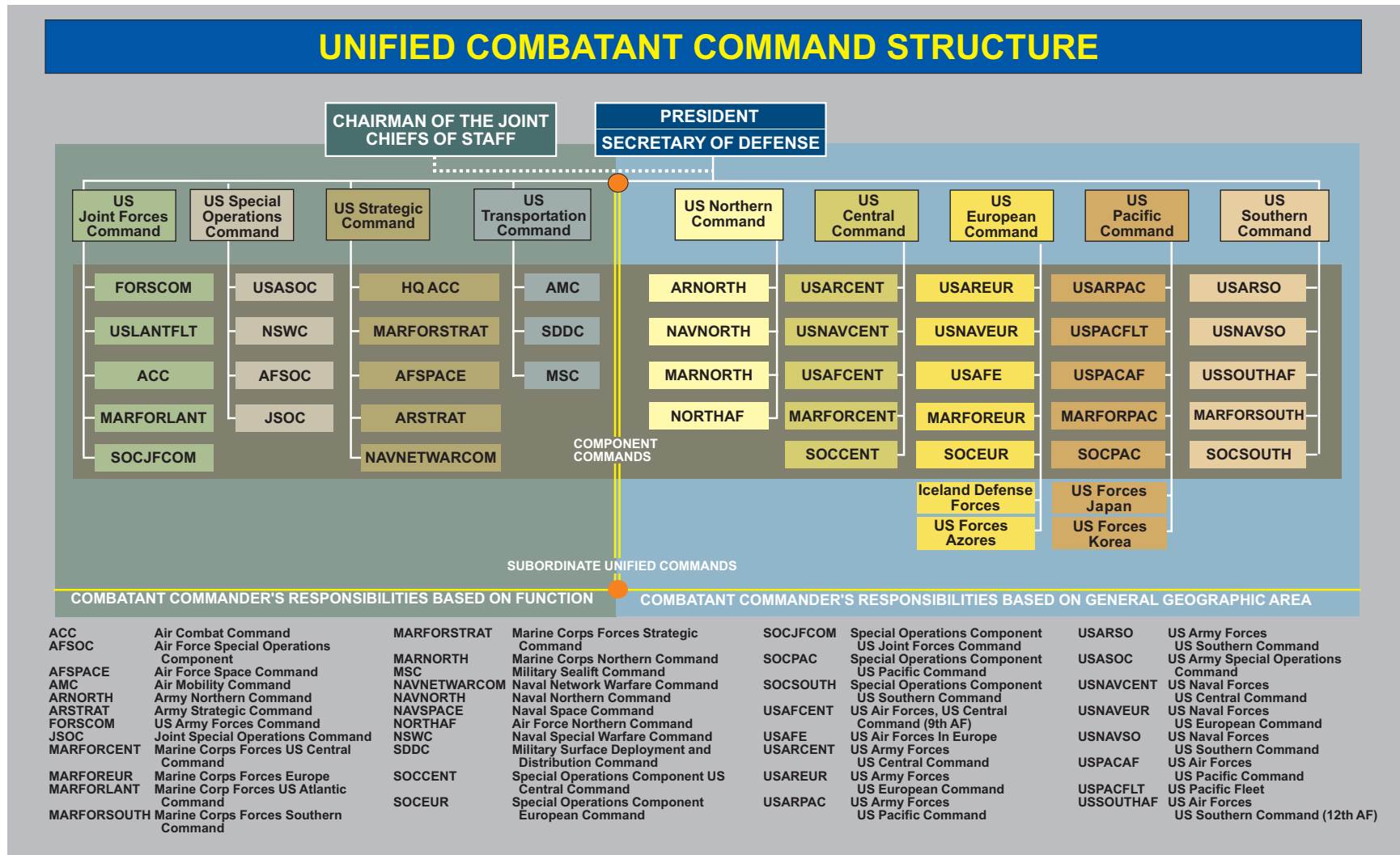


Figure A-C-2. Unified Combatant Command Structure

f. **Defense Agencies and Department of Defense Field Activities.** These organizations provide support and services in specific functional areas to the unified combatant commands and the rest of the DOD.

(1) 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.

(2) DOD field activities are established to perform selected support and service functions of a more limited scope than Defense agencies.

4. Capabilities and Core Competencies

With its global reach, DOD 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 notice. In the post-Cold War era, DOD'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 DOD to complete tasks that no other department or agency is capable of performing (see Figure A-C-3).

5. Interagency Relationships

DOD 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 SecDef is a member of the NSC, and the CJCS serves as an advisor to the NSC. The DOD 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 policy coordinating committees (PCCs).

UNITED STATES MILITARY CAPABILITIES	
• Information Operations • Nuclear, Biological, and Chemical 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 • Reconnaissance • Expeditionary Warfare • Airlift/Airdrop • Sealift • Port Operations • Port Security • Noncombatant Evacuation Operations • Civil Support • Counterdrug Operations	• Humanitarian Assistance Operations • Counterintelligence Operations (Force Protection) • Combating Terrorism • Direct Action • Unconventional Warfare • Special Reconnaissance • Foreign Internal Defense • Civil-Military Operations • Psychological Operations • Personnel Recovery • Coastal Defense • Counter-Proliferation • Special Operations • Antiterrorism & Counterterrorism • Imagery • Electronic Warfare • General Space Superiority • Logistics • Communications • Meteorology and Oceanography • Peace Operations • Complex Contingency Operations

Figure A-C-3. United States Military Capabilities

ANNEX D TO APPENDIX A

DEPARTMENT OF ENERGY

1. Overview

The Department of Energy (DOE) provides the framework for a comprehensive and balanced national energy plan through the coordination and administration of the energy functions of the USG. 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.

2. Authority and Responsibilities

The DOE, 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.

3. 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 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 USG-owned, contractor-operated facility contracts for energy research and development, as well as nuclear weapons research, development, 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; Oakland, CA; and Savannah River, SC.

d. 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.

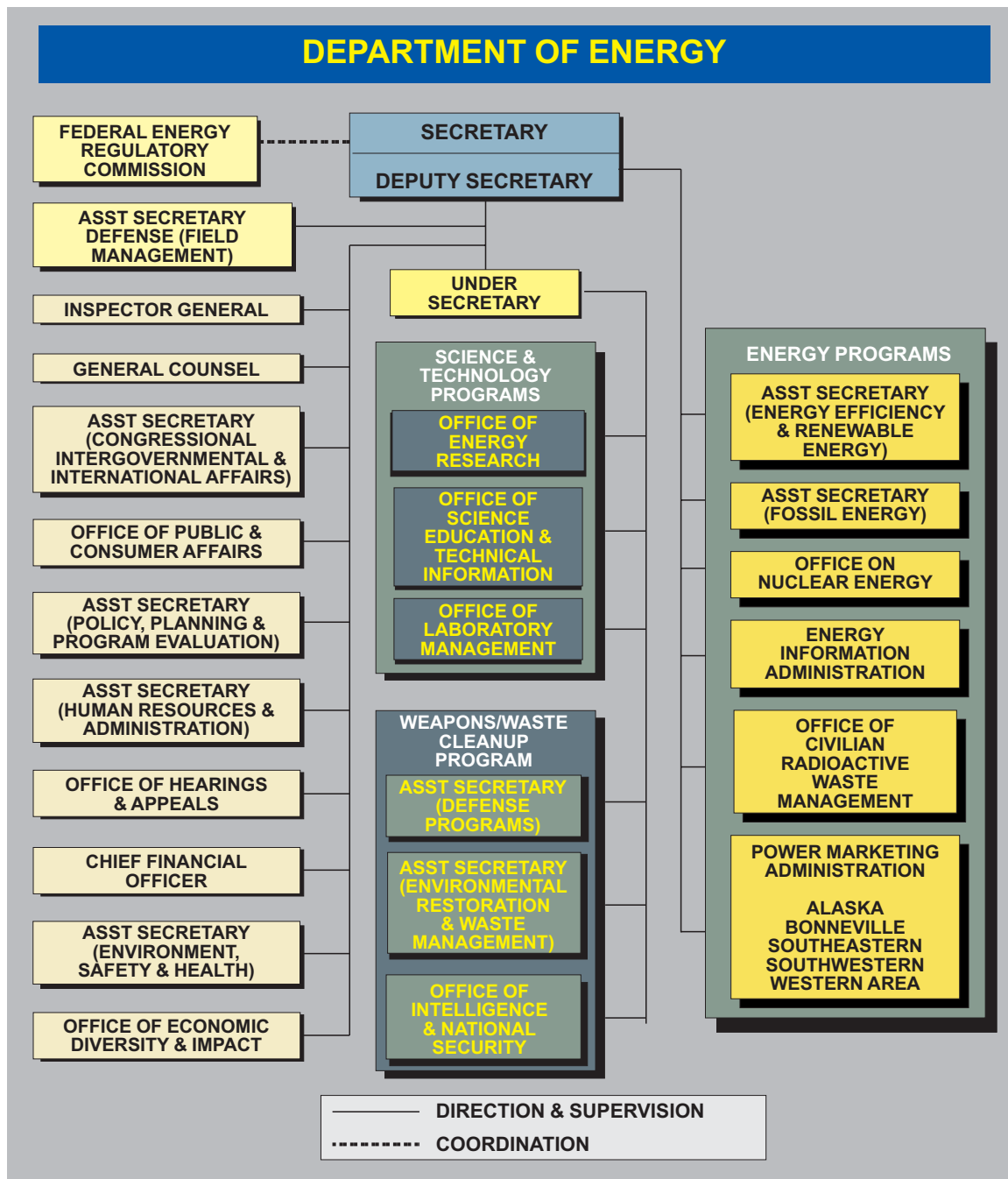


Figure A-D-1. Department of Energy

e. Crisis Response

(1) DOE has an emergency operations center at its Washington, DC, headquarters (HQ) 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 HQ, will assign staff to temporary duty at Federal Emergency Management Agency's (FEMA's)

disaster field office and to field mobilization centers to assist in the coordination of disaster relief.

(2) DOE is the primary agency identified in the FRP 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.

(3) Elements of 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 Department of Energy Emergency Response Program.

(4) **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.

(5) **Field Organization.** Operation Offices are DOE offices located outside of Washington, DC. area. There are nine Operations Offices: Albuquerque, Chicago, Idaho, Nevada, Oakland, Oak Ridge, Ohio, Richland, and Savannah River.

4. Capabilities and Core Competencies

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.

5. Interagency Relationships

- a. **The Office of the Assistant Secretary for Environment, Safety and Health** conducts liaison with other Federal agencies, such as the Environmental Protection Agency (EPA), the

Department of Labor (and its component, the Occupational Safety and Health Administration), and Department of Health and Human Services (DHHS), to coordinate mutual interests.

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

c. In emergencies involving the Nation's energy systems, 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.

d. The REAC/TS 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.

e. **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.

f. **The Radiological Assistance Program (RAP)** 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, and gamma radiation) and anti-contamination clothing.

ANNEX E TO APPENDIX A

DEPARTMENT OF HOMELAND SECURITY

1. Overview

In the aftermath of the terrorist attacks against America on September 11th, 2001, 22 previously independent domestic agencies were combined into a single department to protect the Nation against threats to the homeland. Component agencies analyze threats and intelligence, guard the Nation's borders and airports, protect critical infrastructure, and coordinate the response to domestic emergencies. Figure A-E-1 depicts the Department of Homeland Security (DHS) organization.

2. Department of Homeland Security Directorates

Most of the agencies within DHS are housed in one of five directorates: Border and Transportation Security, Emergency Preparedness and Response, Science and Technology, Information Analysis and Infrastructure Protection, and Management.

a. The **Border and Transportation Security** directorate conducts border security and transportation operations, including:

- (1) Bureau of Immigration and Customs Enforcement.
- (2) Bureau of Customs and Border Protection.
- (3) Bureau for Citizenship and Immigration Services.
- (4) The Federal Protective Service.
- (5) The Transportation Security Administration.
- (6) Federal Law Enforcement Training Center.
- (7) Animal and Plant Health Inspection Service.
- (8) Office for Domestic Preparedness.

b. The **Emergency Preparedness and Response** directorate oversees domestic disaster preparedness training and coordinates government disaster response. It brings together:

- (1) The Federal Emergency Management Agency.
- (2) Strategic National Stockpile and the National Disaster Medical System.
- (3) Nuclear Incident Response Team.

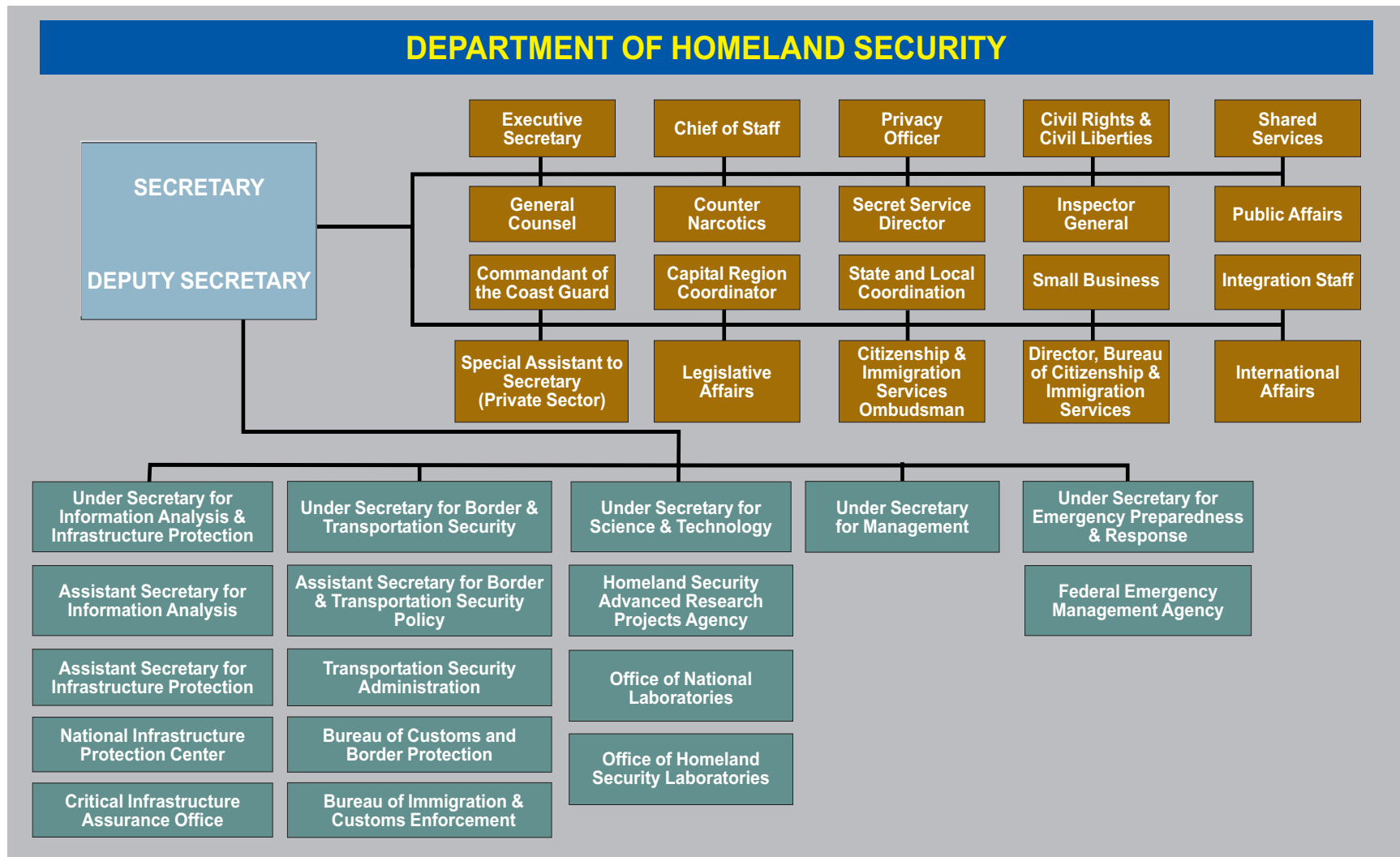


Figure A-E-1. Department of Homeland Security

(4) Domestic Emergency Support Teams.

(5) National Domestic Preparedness Office.

c. The **Science and Technology** directorate utilizes all scientific and technological advantages when securing the homeland. The following assets are part of this effort:

(1) Chemical, Biological, Radiological, and Nuclear Countermeasures Programs.

(2) Environmental Measurements Laboratory.

(3) National Biological Warfare Defense Analysis Center.

(4) Plum Island Animal Disease Center.

d. The **Information Analysis and Infrastructure Protection** directorate analyzes intelligence and information from other agencies (including the Central Intelligence Agency (CIA), Federal Bureau of Investigation (FBI), Defense Intelligence Agency (DIA), and National Security Agency (NSA)) involving threats to homeland security and evaluates vulnerabilities in the Nation's infrastructure. It brings together:

(1) Critical Infrastructure Assurance Office.

(2) Federal Computer Incident Response Center.

(3) National Communications System.

(4) National Infrastructure Protection Center.

(5) Energy Security and Assurance Program.

3. Subordinate Agencies and Bureaus

The Secret Service and the United States Coast Guard (USCG) are within DHS, and report directly to the Secretary. In addition, the US Citizenship and Immigration Services (USCIS) was created as a separate bureau by the Homeland Security Act of 2002, which allows the DHS to improve the administration of benefits and immigration services. This new Bureau includes approximately 15,000 employees and contractors, and is headed by the Director of USCIS, who reports directly to the Deputy Secretary for Homeland Security.

4. Key Department of Homeland Security Agencies

a. **United States Coast Guard.** The USCG was created in 1915 with the merger of the Revenue Cutter Service and the Lifesaving Service. The USCG remained in the Department of Treasury until 1967 when it transferred to the Department of Transportation (DOT). In March

2003, the Coast Guard was transferred to DHS. The Coast Guard can trace its roots back to the authorization of 10 revenue cutters in 1790. These cutters, collectively known as the Revenue Marine, enforced the new Federal government's customs laws and collected tariffs at sea. 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 as it is a branch of the Armed Forces at all times and an agency within DHS. The Coast Guard may also operate under the Department of the Navy during time of war or when directed by the President. The organization of the Coast Guard includes a HQ located in Washington, DC. There are two senior operational commanders in the Atlantic Area (Portsmouth, VA) and Pacific Area (Alameda, CA). Under these two commanders are nine district offices (operational commanders for their geographic areas) and two Maintenance and Logistics Commands (Atlantic and Pacific). Coast Guard operational units include: 25 air stations (with over 200 fixed-wing and rotary-wing aircraft), three Polar Class icebreakers, 12 high endurance cutters, 28 medium endurance cutters, over 100 - 110 foot and 87 foot patrol boats, approximately 90 other types of cutters (vessels over 65 feet in length, including buoy tenders) and over 1,400 boats (vessels less than 65 feet in length). Additionally, the Coast Guard manages the National Pollution Funds Center in Arlington, VA; the National Strike Force Coordination Center in Elizabeth City, NC; and the Coast Guard Academy in New London, CT. The Coast Guard's major roles in support of national security are: maritime safety, maritime law enforcement, maritime environmental protection, maritime homeland security and national defense. Through an agreement between DOD and DOT (that remains in effect with Coast Guard now under DHS), the Coast Guard's unique defense capabilities in support of the National Military Strategy include: maritime interception operations; deployed port operations, security and defense; environmental defense operations, and peacetime military operations. Interagency agreements between the Coast Guard and other USG agencies are listed in Commandant, United States Coast Guard Instruction P5850.2, "Legal Authorities." The Coast Guard's five roles include the following:

- (1) Naval, coastal and harbor defense.
- (2) Port security, including the deployment of port security units, cutters, and patrol boats for OCONUS military operations to perform the port and harbor security mission (waterside patrols, vessel escort, surveillance, and interdiction).
- (3) Search and rescue operations.
- (4) Flood relief and removal of hazards to navigation.
- (5) Enforcement of applicable Federal laws and treaties and other international agreements, including maritime interception operations to enforce sanctions.
- (6) Investigation of suspected violations of such laws and international agreements.
- (7) Support of the National Drug Control Strategy as the lead agency for maritime interdiction and co-lead agency for air interdiction.

(8) Enforcement of the Federal Water Pollution Control Act (33 United States Code (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 release for delivery or other guarantees that potential pollution liability for cleanup and damages will be met.

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

(10) 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.

(11) Supervision of cargo transfer operations.

(12) Inspection of harbor patrols and waterfront facilities; establishing security zones as required.

(13) 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.

(14) Provision of personnel, equipment, and expertise to the Harbor Defense Commands. These are co-staffed by USCG and US Navy personnel that exercise OCONUS command and control (C2) 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.

(15) Establishment and maintenance of the US aids to navigation system, including lights, buoys, day beacons, fog signals, marine radio beacons, and radio navigation aids such as long range aid to navigation, revision C (LORAN-C) and Differential Global Positioning System (LORAN-C coverage has been established in parts of the western Pacific, Europe, and the Mediterranean to meet DOD requirements).

(16) Broadcast and publication of marine information as well as local Notice to Mariners and Light Lists.

(17) 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.

(18) Support peacetime military and civil engagement activities of the National Military Strategy.

(19) Assist DOD in performance of any mission for which the Coast Guard is especially qualified (14 USC 141).

b. The **DHS Border and Transportation Security Directorate**, is specifically charged with the following:

(1) Assessing and collecting customs duties, excise taxes, fees, and penalties due on imported merchandise.

(2) Interdicting and seizing contraband, including narcotics and illegal drugs.

(3) Processing persons, carriers, cargo, and mail into and out of the United States.

(4) Detecting and apprehending persons engaged in fraudulent practices designed to circumvent customs and related copyright, patent, and trademark provisions and quotas.

(5) Overseeing marking requirements for imported merchandise.

(6) Enforcing export control laws and reporting requirements of the Bank Secrecy Act.

(7) Intercepting illegal high technology and weapons exports.

(8) Conducting border enforcement and a wide range of public safety and quarantine matters.

c. The **United States Secret Service (USSS)** is mandated by statute and executive order to carry out two missions: protection and criminal investigations. The USSS protects the President and Vice President, their families, heads of state, and other designated individuals; investigates threats against these protectees; protects the White House, Vice President's Residence, Foreign Missions, and other buildings within Washington, DC; and plans and implements security designs for designated National Special Security Events. The USSS also investigates violations of laws relating to counterfeiting of obligations and securities of the United States; financial crimes that include, but are not limited to, access device fraud, financial institution fraud, identity theft, computer fraud; and computer-based attacks on our nation's financial, banking, and telecommunications infrastructure.

d. **Federal Emergency Management Agency.** FEMA is an independent federal agency whose activities are overseen by the DHS Emergency Preparedness and Response directorate. FEMA has approximately 2,500 full-time employees stationed in Washington, DC, and across the country, and nearly 4,000 standby disaster assistance employees who are available to help out after disasters. FEMA's mission is to reduce the loss of life and property and protect our Nation's critical infrastructure from all types of hazards, through a comprehensive emergency management program of risk reduction, preparedness, response and recovery. FEMA works with 26 other agencies that are part of the FRP, ranging from the US Small Business Administration

to DOD. FEMA also works closely with such voluntary organizations as the American Red Cross and the Salvation Army, and with the emergency planners and officials of states and local governments.

(1) **FEMA's functions include:**

- (a) Working with state and local officials to determine the scope of the disaster and essential needs in the impacted area.
- (b) Creating and staffing federal/state disaster field offices and coordinating with other federal agencies under the FRP.
- (c) Making disaster aid available.
- (d) Educating the public about preparing for and reducing risk from disasters.
- (e) Funding emergency planning in all 50 states.
- (f) Sponsoring emergency preparedness exercises.
- (g) Training firefighters and setting firefighting standards.
- (h) Administering the National Flood Insurance Program.
- (i) Credentialing urban search and rescue teams.
- (j) Developing consequence management plans for domestic terrorism.

(2) **Disaster Response and Recovery.** FEMA does not respond to every disaster that occurs in the US. FEMA responds when a disaster overwhelms a state's resources and assistance is requested by a state governor. Federal disaster declarations are made by the President, and allow the federal government to pay for disaster recovery. Disaster assistance comes from a special fund set up by Congress under the Stafford Act. Equipment, supplies, and people are pre-positioned in areas likely to be affected. When disasters such as tornadoes or earthquakes occur without warning, FEMA must respond immediately with staff and supplies, and must assess if other federal agencies are needed as well.

(3) **Disaster Readiness.** FEMA coordinates training, exercises and response planning at federal, state, and local levels. These activities help to ensure that when a disaster strikes, emergency managers will be able to provide the best response possible. FEMA's National Emergency Training Center in Emmetsburg, MD is home to the Emergency Management Institute and the National Fire Academy. There, emergency managers, firefighters, and elected officials take classes in emergency planning, exercise design and disaster management evaluation, hazardous materials response, and fire service management. Educators are also trained to teach youngsters about disaster safety. Independent Study Courses on disaster preparedness and

assistance are also available. FEMA also tests emergency procedures and planning with large-scale exercises involving other federal agencies and state and local officials, and coordinates training and exercises for nuclear power plants and chemical stockpile emergencies.

(4) Disaster Declaration Process

- (a) Disaster event, either manmade or natural, occurs.
- (b) Local/state assessments of damage.
- (c) Governor reviews damage and decides to seek federal help.
- (d) Governor asks FEMA Regional Office to participate in federal/state preliminary damage assessments (PDAs).
- (e) Joint FEMA/state PDAs conducted.
- (f) Governor requests a federal disaster declaration through its FEMA Regional Office.
- (g) Regional Office reviews request and sends its recommendation to FEMA HQs.
- (h) FEMA's Response and Recovery Directorate prepares a declaration packet, reviews information and recommends either approving or denying the request.
- (i) FEMA Director reviews declaration packet and sends recommendation for approval or denial to the President.
- (j) President makes final determination on federal disaster declaration.

ANNEX F TO APPENDIX A

DEPARTMENT OF JUSTICE

1. Overview

Established in 1870, the Department of Justice (DOJ) 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.

2. Authority and Responsibilities

The Attorney General heads DOJ; 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 DOJ, including US attorneys and US marshals.

3. Organizational Structure

a. DOJ is organizationally depicted in Figure A-F-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.

b. 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.

c. Among the law enforcement offices of the Department is the **Drug Enforcement Administration (DEA)**, the primary narcotics enforcement agency for the USG. Its Domestic and International Criminal Law Sections are major interagency participants in criminal investigation policies, procedures, and legislation. The mission of the DEA is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets. In carrying out its mission as the agency responsible for enforcing the controlled substances laws and regulations of the United States, the DEA's primary responsibilities include:

(1) Investigation and preparation for the prosecution of major violators of controlled substance laws operating at interstate and international levels.

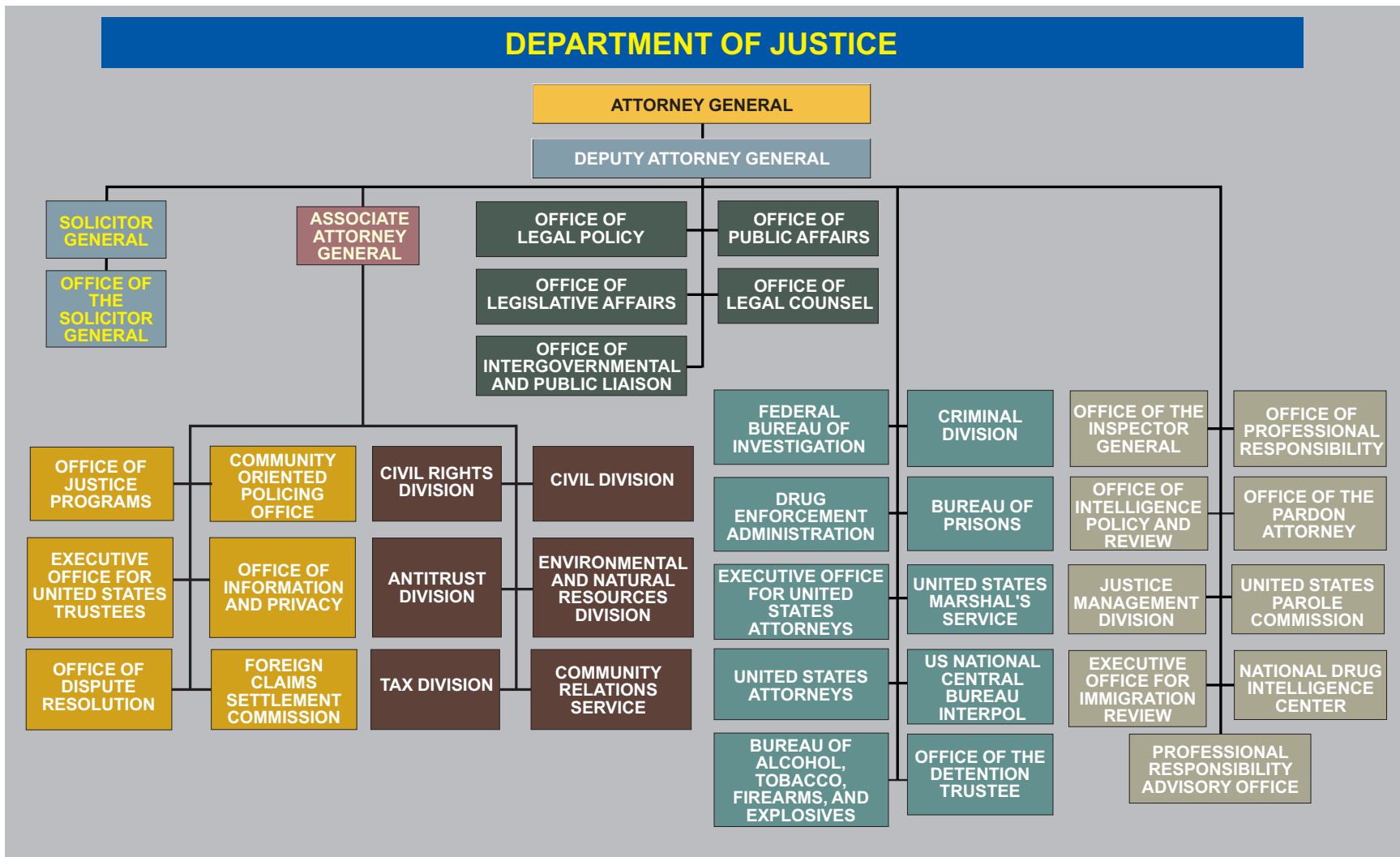


Figure A-F-1. Department of Justice

(2) Investigation and preparation for prosecution of criminals and drug gangs who perpetrate violence in our communities and terrorize citizens through fear and intimidation.

(3) Management of a national drug intelligence program in cooperation with federal, state, local, and foreign officials to collect, analyze, and disseminate strategic and operational drug intelligence information.

(4) Seizure and forfeiture of assets derived from, traceable to, or intended to be used for illicit drug trafficking.

(5) Enforcement of the provisions of the Controlled Substances Act as they pertain to the manufacture, distribution, and dispensing of legally produced controlled substances.

(6) Coordination and cooperation with federal, state, and local law enforcement officials on mutual drug enforcement efforts and enhancement of such efforts through exploitation of potential interstate and international investigations beyond local or limited federal jurisdictions and resources.

(7) Coordination and cooperation with federal, state, and local agencies, and with foreign governments, in programs designed to reduce the availability of illicit abuse-type drugs on the United States market through non-enforcement methods such as crop eradication, crop substitution, and training of foreign officials.

(8) Responsibility, under the policy guidance of the Secretary of State and US Ambassadors, for all programs associated with drug law enforcement counterparts in foreign countries.

(9) Liaison with the United Nations (UN), International Criminal Police Organization (INTERPOL), and other organizations on matters relating to international drug control programs.

d. **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 (CI), white collar crime, terrorism, and violent crime.

e. **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 ATF has its HQ in Washington, DC. Beneath the headquarters level are five regional offices that are concerned with compliance operations and 22 district law enforcement offices in principal cities within CONUS.

f. **The INTERPOL — United States National Central Bureau (INTERPOL-USNCB)** — facilitates international law enforcement cooperation as the United States representative to 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.

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

h. **The International Criminal Investigative Training Assistance Program (ICITAP)** was established within DOJ in 1986 in an effort to enhance investigative capabilities in democracies throughout Latin America. It has since expanded to Eastern European Countries. ICITAP is funded through the annual Economic Support Fund appropriations to United States Agency for International Development (USAID). The Department of State provides policy guidance and oversight, while design, development, and implementation of projects rests with DOJ. ICITAP directs its assistance primarily at police agencies, but an important focus is the relationship between the police, judges, and prosecutors. ICITAP conducts two types of assistance projects: those which involve development of entire police forces, and those involving rehabilitation or enhancement of specific capabilities of existing police organizations. Through training courses, conferences, and seminars, greater coordination among the three criminal justice sectors is sought.

4. 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 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 CI, and violent crime. The Bureau has extensive intelligence and operational assets available, both domestically and overseas.

c. The USMS, 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.

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ANNEX G TO APPENDIX A

DEPARTMENT OF STATE

1. Overview

The Department of State (DOS) is the agency of the USG responsible for planning and implementing the foreign policy of the United States. As the lead US foreign affairs agency, DOS formulates, represents, and implements the President's foreign policy. The Secretary of State, the ranking member of the Cabinet and fourth in line of presidential succession, is the President's principal advisor on foreign policy and the person chiefly responsible for US representation abroad.

2. 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.

3. Organizational Structure

a. **Department of State Headquarters.** The Department of State's HQ provides policy guidance to the Department and the USAID. (see Figure A-G-1).

(1) Subordinate to the Secretary of State are the Deputy Secretary and the under secretaries, who are responsible for management and coordination of the foreign policy process. There is an under secretary for each of the following:

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

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

(c) **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 counterproliferation.

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

(e) **Management.** Responsible for the Department's resource management, including personnel.

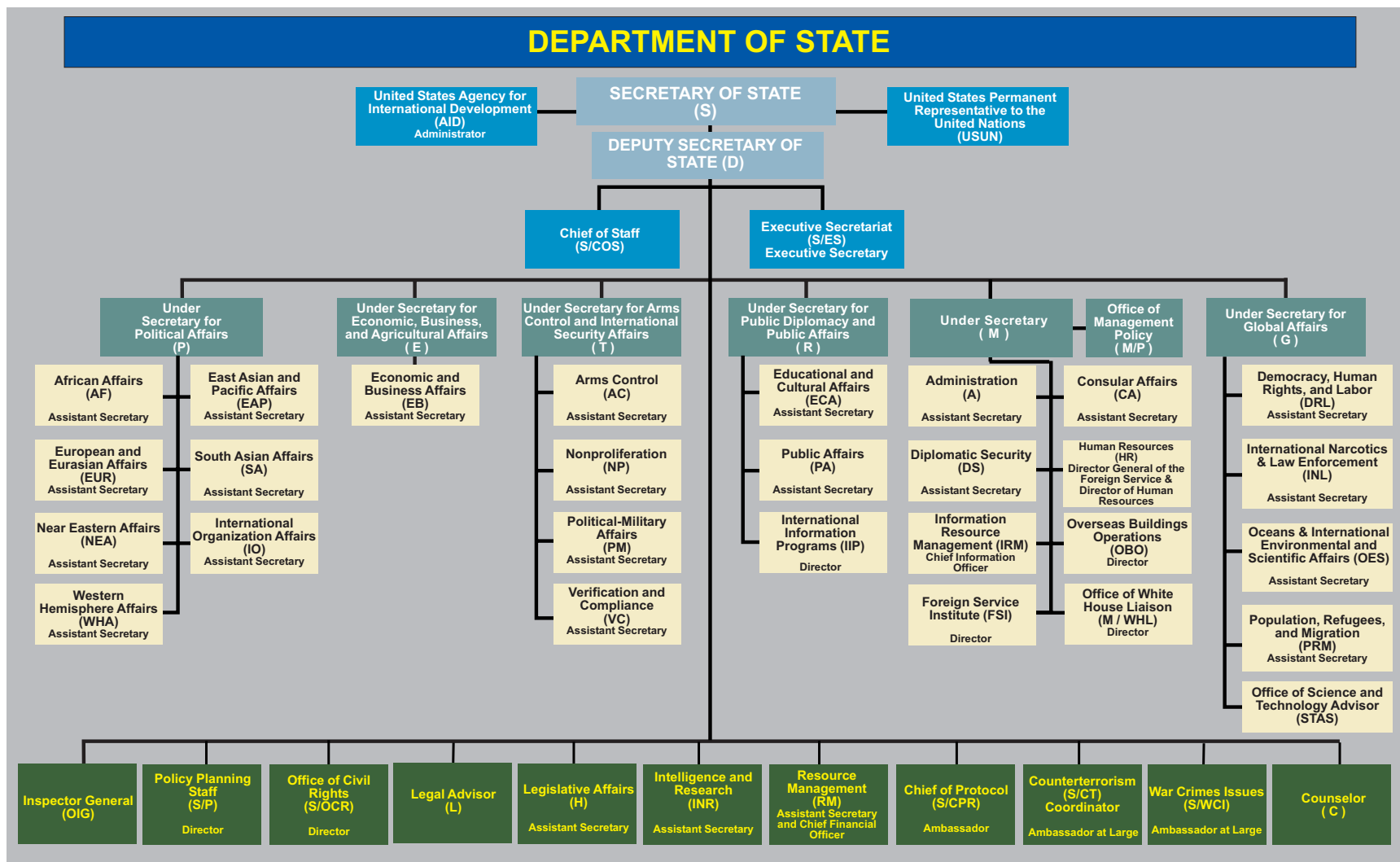


Figure A-G-1. Department of State

(f) **Public Diplomacy and Public Affairs.** Responsible for engaging, informing, and influencing key international audiences to advance US interests and security and to provide the moral basis for US leadership in the world.

(2) To address the diverse issues in US foreign relations, the Department is organized into regional and functional bureaus. The six regional bureaus, responsible to the Under Secretary for Political Affairs, formulate and implement regional foreign policy and bilateral policy toward each individual country of the world. These bureaus are headed by assistant secretaries:

- (a) African Affairs.
- (b) East Asian and Pacific Affairs.
- (c) European and Eurasian Affairs.
- (d) Near Eastern Affairs.
- (e) Western Hemisphere Affairs.
- (f) South Asian Affairs.

(3) A seventh bureau responsible to the Under Secretary for Political Affairs formulates and implements multilateral foreign policy toward the agencies of the UN and is headed by the Assistant Secretary of State for International Organizational Affairs.

(4) The other bureaus in the Department are functionally oriented, and their assistant secretaries are responsible to other under secretaries for specific matters these bureaus include: Administration; Diplomatic Security; Consular Affairs; Human Resources; International Narcotics and Law Enforcement Affairs; Oceans and International Environmental Scientific Affairs; Political-Military Affairs; Democracy, Human Rights, and Labor; and Economic and Business Affairs.

(5) Bureaus are sub-divided into offices headed by directors. The offices of the six regional bureaus are organized by country or group of countries (e.g., the Office of Pakistan, Afghanistan, and Bangladesh Affairs, the Office of Canadian Affairs). Regional office directors are often also called country directors, and they supervise the work of desk or country officers. Directors head the offices of the other bureaus for the specific function they perform.

(6) The Department relies on the Foreign Service, a corps of career foreign affairs experts, to operate its overseas missions, formulate foreign policy, and perform diplomatic engagement. 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 United States has diplomatic relations with some 180 of the 191 countries in the world and with many IGOs. DOS takes the leading role in maintaining and improving relationships with these countries and organizations. DOS is represented by its core staff of Foreign Service personnel at every one of the nearly 260 US embassies, consulates-general, consulates, and missions to international diplomatic organizations overseas.

(1) A US mission is the basic unit for the conduct of bilateral diplomacy with foreign governments overseas. They are headed by a chief of mission (COM), normally an ambassador — who is a Presidential appointee and the President’s personal representative. As such, the COM is the senior US official in the country. By law, COMs coordinate, direct, and supervise all USG activities and representatives posted in the foreign country to which they are accredited. Bilateral COMs do not, however, exercise control of US personnel attached to and working for the head of a US Mission to an IGO or US military personnel operating under the command of a geographic combatant commander. Each bilateral COM has an agreement with the geographic combatant commander delineating which Defense Department personnel fall under the responsibility of each for security.

(2) Overseas, the Foreign Service is assisted by another 10,000 career Foreign Service National employees, who are mostly citizens of the host country. Also, more than 1,600 US Marines are on deputation to DOS as Marine Security Guards.

4. Capabilities and Core Competencies

a. As the lead foreign affairs agency, DOS has the primary role in:

- (1) Leading interagency coordination in developing and implementing foreign policy.
- (2) Managing the foreign affairs budget and other foreign affairs resources manages the allocation of resources in conducting foreign relations;
- (3) Leading and coordinating US representation abroad, conveying US foreign policy to foreign governments and IGOs through US embassies and consulates in foreign countries and diplomatic missions to international organizations.
- (4) Conducting negotiations and concluding agreements and treaties on issues ranging from trade to nuclear weapons.
- (5) Coordinating and supporting international activities of other US agencies and officials.

b. All foreign affairs activities — US representation abroad, foreign assistance programs, countering international crime, foreign military training programs, the services the Department provides, and more — are paid for by the foreign affairs budget, which represents little more

than 1% of the total federal budget. This small investment is key to maintaining US leadership, which promotes and protects the interests of our citizens by:

- (1) Promoting peace and stability in regions of vital interest.
- (2) Creating jobs at home by opening markets abroad.
- (3) Helping developing nations establish stable economic environments that provide investment and export opportunities.
- (4) Bringing nations together to address global problems such as cross-border pollution, the spread of communicable diseases, terrorism, nuclear smuggling, and humanitarian crises.

c. The services the Department provides include:

- (1) Protecting and assisting US citizens living or traveling abroad.
- (2) Assisting US businesses in the international marketplace.
- (3) Coordinating and providing support for international activities of other US agencies (local, state, or federal government), official visits overseas and at home, and other diplomatic efforts.
- (4) Keeping the public informed about US foreign policy and relations with other countries and providing feedback from the public to administration officials.

d. A key DOS function is assembling coalitions to provide military forces for US-led multinational operations. In coordination with the NSC and DOD, DOS contacts foreign governments at the highest level to request participation of their forces in a planned multinational operation. When forces are offered, DOS formally accepts them from the foreign government and arranges for military-to-military contact between the foreign and US forces. Once a foreign government has committed its forces to the multinational effort, DOS includes its representatives in a political forum to ensure that the foreign government remains informed of the direction of the effort and committed to participation.

5. Interagency Relationships

a. The State Department's principal roles in its relationship with DOD are to ensure that Defense activities support national foreign policy and to facilitate Defense activities overseas. In performance of the first role, DOS attends interagency meetings, responds to requests from the Joint Staff and OSD for a foreign policy review of DOD proposed activities, and alerts DOD to Defense activities of foreign policy concern that have come to DOS attention. In its role as facilitator of Defense activities overseas, DOS approaches foreign governments through high-level visits, diplomatic representations by US missions overseas, or contact with foreign

government representatives in the US to negotiate agreements or obtain authorization for Defense activities in the sovereign territory of the foreign country.

b. **In recognition of the impact that DOD activities have on US foreign affairs, DOS has assigned a single bureau, the Bureau of Political-Military Affairs (PM), to be its primary interface with DOD.** PM Bureau manages political-military relations throughout the world, including training and assistance for foreign militaries, and works to maintain global access for US military forces. PM promotes responsible US defense trade, while controlling foreign access to militarily significant technology, through export controls. PM also coordinates US programs that help rid countries of landmines and other conventional weapons. PM helps protect national security by leading interagency efforts to plan for future crises — including planning US responses to cyber-attacks against vital computer networks or to nuclear, biological, or chemical attacks overseas.

c. DOS is also the coordinator of the process for interagency consideration of proposals to enter into treaties or other formal agreements with foreign governments, known as the Circular 175 process. No USG agency is permitted to enter into a formal agreement of any kind with a foreign government, nor even propose an agreement, until it has received Circular 175 authorization.

d. Overseas, DOS provides the support structure for the representatives of the Departments of Defense, Commerce, Agriculture, Justice, and Homeland Security; the Peace Corps; USAID; and other USG foreign affairs agencies to enable them to conduct US relations with foreign governments and intergovernmental organizations. In missions that conduct bilateral affairs with the government of a foreign country, the COM coordinates the efforts of the interagency country team, composed of the chief in-country representative of the foreign affairs agencies, to achieve a unified, consistent foreign policy toward the host country.

ANNEX H TO APPENDIX A

DEPARTMENT OF TRANSPORTATION

1. Overview

The Department of Transportation (DOT) 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.

2. Authority and Responsibilities

DOT 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.

3. Organizational Structure

a. 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-H-1).

b. 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.

c. Operating Agencies

(1) **Federal Aviation Administration (FAA).** The FAA was established by the Federal Aviation Act of 1958 (49 USC 106) and became a component of DOT in 1967. The mission of the FAA is to provide a safe, secure, and efficient aerospace system that contributes to national security and the promotion of US aerospace safety. The FAA's role is to facilitate the following:

- (a) Regulate air commerce.
- (b) Control US navigable airspace.
- (c) Regulate civil and military air operations.
- (d) Install and operate air navigation facilities.
- (e) Develop and operate a common system of air traffic control and navigation.

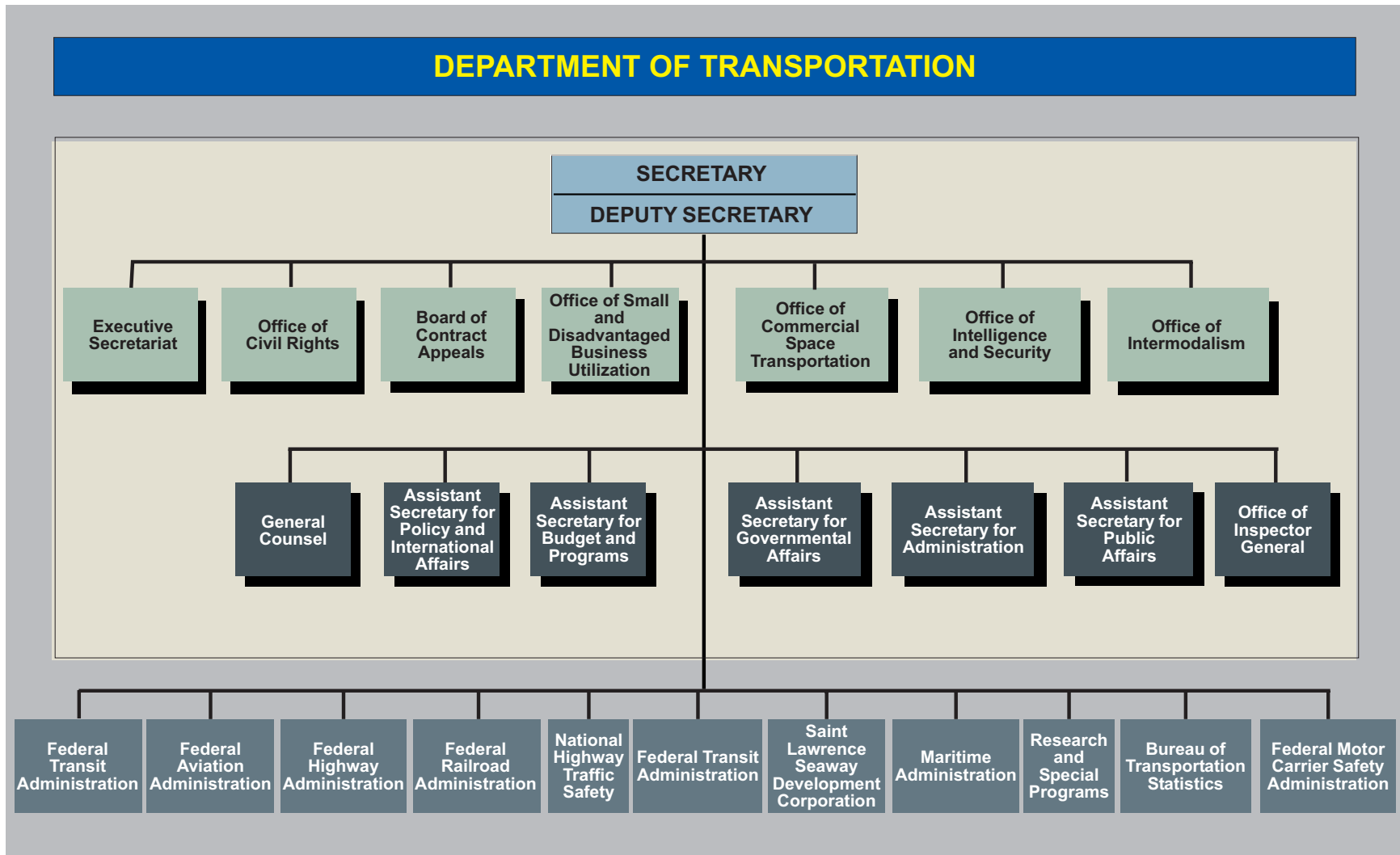


Figure A-H-1. Department of Transportation

(f) 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.

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

(h) Develop air traffic rules and regulations and allocate the use of airspace.

(i) Enforce regulations under the Hazardous Materials Transportation Act applicable to shipments by air.

(j) Provide for the secure control of air traffic to meet national defense requirements.

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

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

(m) Promote aviation safety and civil aviation abroad by exchanging aeronautical information with foreign aviation authorities.

(n) Certify foreign repair stations, airmen, and mechanics.

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

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

(q) Assist in mitigating adverse environmental impacts of aviation.

(r) Provide radar data to North American Aerospace Defense Command (NORAD).

(2) **Federal Highway Administration (FHA).** The FHA administers three major highway transportation programs of DOT.

(a) The Federal-Aid Highway Program provides federal assistance to the States to construct and improve the national highway system, urban and rural roads, and bridges.

(b) The Motor Carrier Safety Program sets minimum safety standards for trucks and buses to promote safe commercial motor vehicle operation to reduce crashes and educate

the public about sharing roads with trucks.

(c) The Federal Lands Highway Program provides access to and within national forests, national parks, Indian reservations and other public lands.

(3) **Federal Railroad Administration (FRA).** The FRA was created pursuant to the Department of Transportation Act of 1966 (49 USC app. 1652) and became a component of DOT in 1967. The purpose of the FRA is to promulgate and enforce rail safety regulations, administer railroad financial assistance programs, and conduct research and development in support of improved railroad safety and national rail transportation policy. It also provides for the rehabilitation of Northeast Corridor rail passenger service, and consolidates Government support of rail transportation services. FRA roles include the following:

(a) Administer and enforce the Federal laws and related regulations designed to promote safety on railroads.

(b) Investigate major train accidents and railroad employee fatalities.

(c) Assist the rail industry in training its workforce on safety laws.

(d) Educate the public about safety at highway-rail grade crossings and about the danger of trespassing on rail property.

(e) Serve as the primary advisor to the Secretary of Transportation on rail and intermodal policy issues.

(f) With other governmental agencies, administers rail and intermodal funding programs under the Transportation Equity Act for the 21st Century and other legislation.

(g) Advise and assist states and localities on rail and rail-related freight and passenger projects.

(h) Support and promote programs designed to protect our Nation's railroads' critical infrastructure from foreign or domestic threats or attacks.

(i) Promote a vigorous research and development program aimed solely at improving the safety of all aspects of our national rail transportation system, intercity passenger and commuter rail.

(j) Support the National Railroad Passenger Corporation as it progresses toward operational self-sufficiency.

(k) Support the next generation of high speed rail by working with the states and their partners to upgrade existing railroad routes to provide safe, reliable, high quality, passenger rail service between cities where such service can be air or highway competitive.

(l) Promote and support the deployment of magnetic levitation transportation projects to ease mobility and air quality in congested travel corridors.

(m) With other governmental agencies, support the continued installation, operation and maintenance of the National Differential Global Positioning System throughout the United States.

(n) Support the continued evaluation and implementation of Positive Train Control, a radio communications-based system of train location, operating commands, and other data which prevents collisions and unsafe speeds, and provides business benefits through improved efficiency and customer service.

(4) **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.

(5) **Federal Transit Administration.** Roles include the following:

(a) To assist in the development of improved mass transit facilities, equipment, techniques, and methods.

(b) To encourage the planning and establishment of area-wide urban mass transportation systems.

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

(d) To facilitate the development of rural transportation objectives.

(e) To provide technical assistance to the transit industry as well as state and local jurisdictions to enhance safety and security for transit passengers and employees.

(6) **Maritime Administration.** Roles include the following:

(a) To aid the development, promotion, and operation of the US Merchant Marine, shipyards, and ports.

(b) To organize and direct emergency merchant ship operations.

(c) To administer the Maritime Security Program, by providing financial support to maintain an active, privately owned, US-flagged and US-crewed merchant fleet of militarily useful vessels in international commerce, committed to providing intermodal sealift support to the Department of Defense in contingency operations.

(d) To provide financing guarantees for the construction, reconstruction, reconditioning of ships, and shipyard modernization.

(e) To construct or supervise the construction of merchant type ships for the USG.

(f) 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.

(g) 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.

(h) 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.

(i) To maintain inactive, government-owned vessels in the National Defense Reserve Fleet and its Ready Reserve Force (RRF). The RRF exists to provide surge shipping and resupply capability on short notice to support the deployment of a multi-division force.

(7) **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.

(8) **Research and Special Programs Administration.** Roles include the following:

(a) 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.

(b) 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.

(c) To coordinate transportation emergency consequence management, including preparedness, response, recovery, and mitigation to natural and manmade disasters and in support of national security contingencies.

4. Capabilities and Core Competencies

DOT and its subordinate agencies have conducted close and continuous liaison within the interagency arena and, in particular, with DOT. Much of this coordination has been formalized through a series of executive orders (EOs) and memoranda of agreement and/or memoranda of understanding. DOT brings to the interagency table a responsive planning and operational mechanism, and a logistic apparatus to support strategic and operational planning for force

projection, combat operations, deterrence, crisis response, disaster assistance, humanitarian relief efforts, and strategic exercises.

5. Interagency Relationships

a. DOT maintains relationships with many components of DOD 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.

b. 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 EO or emergency decrees.

c. The FAA and DOD 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.

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ANNEX I TO APPENDIX A DEPARTMENT OF THE TREASURY

1. Overview

The Department of the Treasury's strategic goals are twofold. First, the department promotes prosperous and stable American and world economies by promoting domestic economic growth and maintaining US leadership on global economic issues. Secondly, the department manages the government's finances by collecting revenue due to the federal government, managing the federal government's accounts, cost-effectively financing the government's operations, and improving the efficiency of production operations and maintaining the integrity of US coin and currency.

2. Organizational Structure

The Department of the Treasury is organized into two major components: the departmental offices and the operating bureaus. The departmental offices are primarily responsible for the formulation of policy and management of the Department as a whole, while the operating bureaus carry out the specific operations assigned to the Department. The bureaus make up 98% of the Treasury work force.

a. The basic functions of the Department of the Treasury include:

- (1) Managing Federal finances.
- (2) Collecting taxes, duties and monies paid to and due to the US and paying all bills of the US.
- (3) Producing all postage stamps, currency and coinage.
- (4) Managing government accounts and the public debt.
- (5) Supervising national banks and thrift institutions.
- (6) Advising on domestic and international financial, monetary, economic, trade and tax policy.
- (7) Enforcing Federal finance and tax laws.

b. The bureaus are as follows:

- (1) The Alcohol and Tobacco Tax and Trade Bureau.
- (2) Bureau of Engraving & Printing.

- (3) Bureau of the Public Debt.
- (4) Financial Crimes Enforcement Network.
- (5) Financial Management Service.
- (6) Internal Revenue Service.
- (7) Office of the Comptroller of the Currency.
- (8) Office of Thrift Supervision.
- (9) US Mint.

c. The organizational structure of the department is depicted in Figure A-I-1.

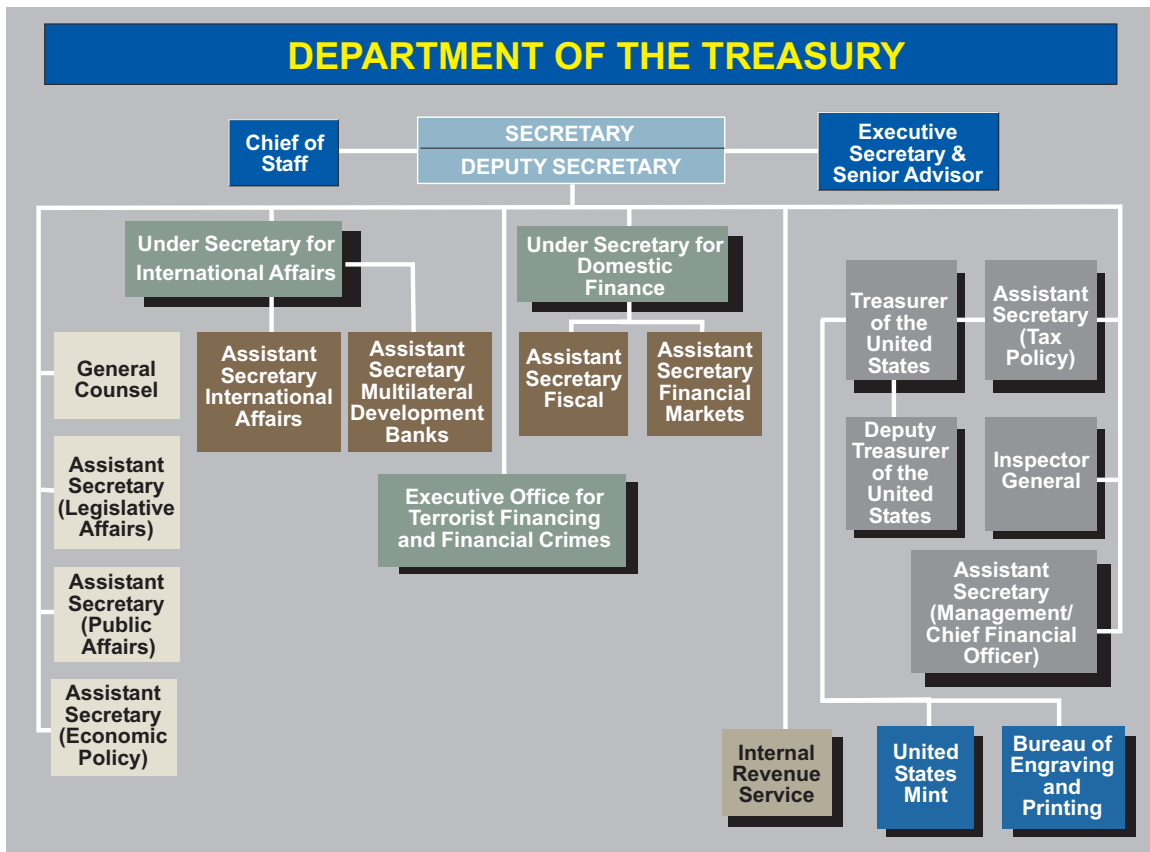


Figure A-I-1. Department of the Treasury

ANNEX J TO APPENDIX A CENTRAL INTELLIGENCE AGENCY

1. Overview

The CIA 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.

2. Authority and Responsibilities

a. The CIA was established by the National Security Act of 1947. EO 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-J-1).

b. **Director of Central Intelligence (DCI).** The DCI is both the head of the Intelligence Community and the Director, CIA. 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 NSA; the DIA; the National Geospatial-Intelligence Agency (NGA); the Bureau of Intelligence and Research of the Department of State; Army, Navy, Marine Corps, and Air Force intelligence offices; the CI component of the FBI; the Department of the Treasury; and the Department of Energy.

(1) The DCI has four major Intelligence Community responsibilities.

- (a) To serve as the senior intelligence officer of the USG.
- (b) To establish requirements and priorities for Community efforts.
- (c) To develop and justify the NFIP budget.
- (d) To ensure protection of intelligence sources and methods.

(2) 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.

c. **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.

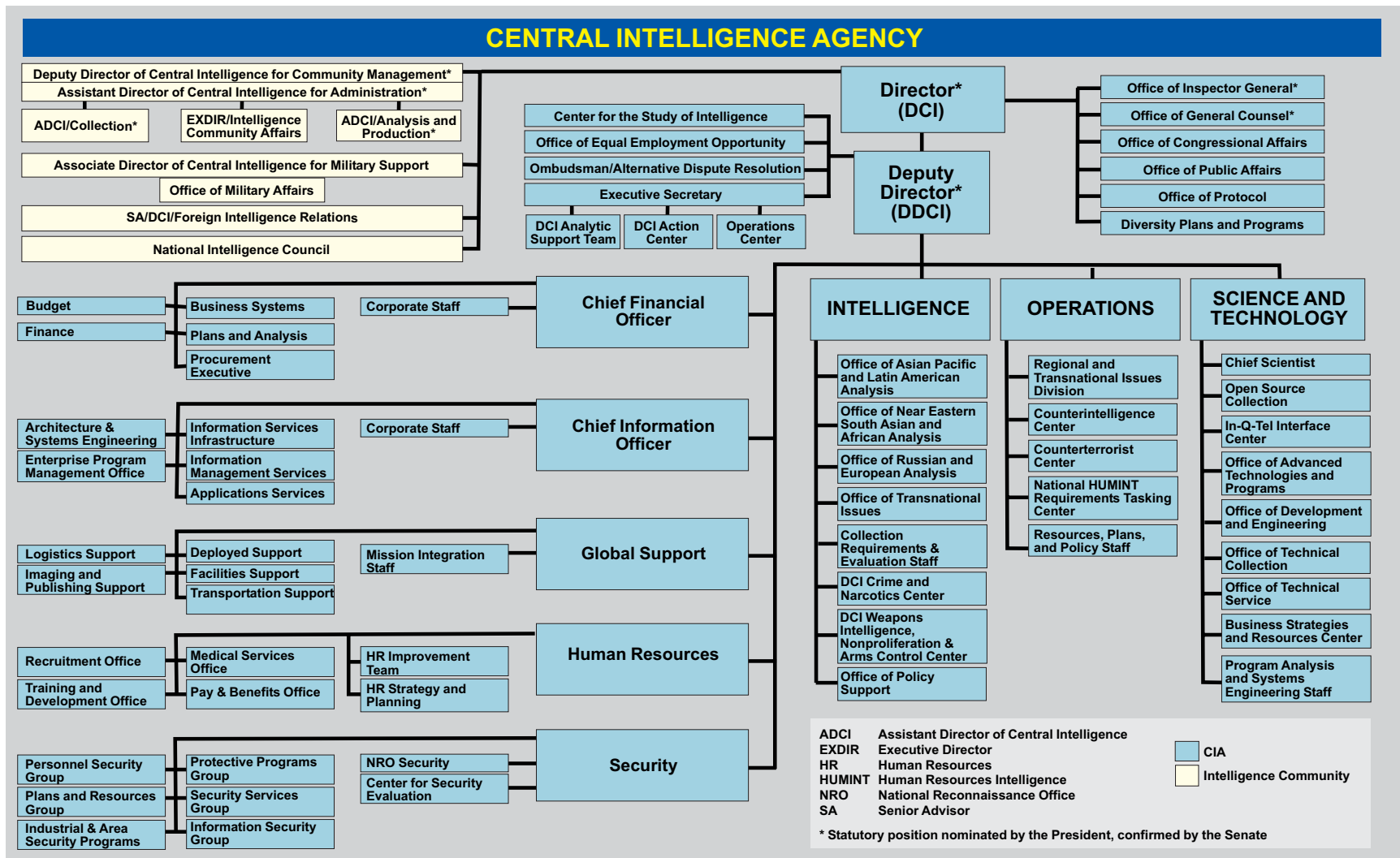


Figure A-J-1. Central Intelligence Agency

d. **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.

e. **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.

f. **CIA Responsibilities.** The CIA has no police, subpoena, law enforcement powers, or internal (domestic) security functions. The CIA, under the direction of the President or the NSC, is responsible for the following:

(1) To advise the NSC regarding national security-related intelligence activities and the coordination of those activities.

(2) To correlate and evaluate intelligence relating to the national security and provide for appropriate dissemination.

(3) To collect, produce, and disseminate CI and foreign intelligence, as well as intelligence on foreign aspects of narcotics production and trafficking.

(4) To conduct CI activities outside and within the United States in coordination with the FBI.

(5) To coordinate CI activities and the collection of information not otherwise obtainable when conducted outside the United States by other departments and agencies.

(6) To conduct special activities approved by the President.

3. Organizational Structure

The CIA is organized into Directorates having the following responsibilities.

a. **Directorate of Intelligence.** As the analytical branch of the CIA, it is responsible for the production and dissemination of all-source intelligence analysis on key foreign issues.

b. **Directorate of Operations (DDO).** The DDO has primary responsibility for the clandestine collection of foreign intelligence, including human intelligence (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 USG agencies.

c. **Directorate of Science and Technology.** Creates and applies innovative technology in support of the intelligence collection mission.

4. Capabilities and Core Competencies

a. 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.

b. The Office of Military Affairs (OMA) provides the full range of the CIA's intelligence and operational capabilities to support deployed US forces. The office is composed of CIA personnel from all directorates and of military detailees from all the uniformed Services. The OMA is the only CIA component with the exclusive mission of supporting military plans and operations and has the mandate to coordinate overall intelligence community support to military customers.

5. Interagency Relationships

The CIA is involved with other agencies of the USG 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).** A NIST provides national level, all-source intelligence support from throughout the intelligence community to deployed commanders during crisis or contingency operations. NISTs are comprised of intelligence and communications experts from DIA, CIA, NGA, NSA, and other agencies as required to support the specific needs of the joint force commander (JFC). Joint Staff Intelligence Directorate is the NIST program's executive agent and has delegated the NIST mission to the Deputy Directorate for Crisis Operations, J2O. The National Intelligence Support Division, J2O-1, manages daily operations and interagency coordination for all NISTs. The NIST's reachback capability can provide answers to time-sensitive requests for information, special assessments, indications and warnings, immediate access to national databases, direct geospatial production support, and deployed/resident agency analyst coordination.

ANNEX K TO APPENDIX A NATIONAL SECURITY COUNCIL

1. Overview

The NSC has as its regular attendees (both statutory and non-statutory) the President, the Vice President, the Secretary of State, the Secretary of the Treasury, the SecDef, and the Assistant to the President for National Security Affairs. The DCI and the CJCS, as statutory advisors to the NSC, shall also attend NSC meetings. The Chief of Staff to the President and the Assistant to the President for Economic Policy are invited to attend any NSC meeting. The Counsel to the President is consulted regarding the agenda of NSC meetings, and attends any meeting when, in consultation with the Assistant to the President for National Security Affairs, he deems it appropriate. The Attorney General and the Director of the Office of Management and Budget is invited to attend meetings pertaining to their responsibilities. For the Attorney General, this includes both those matters within the Justice Department's jurisdiction and those matters implicating the Attorney General's responsibility under 28 USC 511 to give his advice and opinion on questions of law when required by the President. The heads of other executive departments and agencies, as well as other senior officials, are invited to attend meetings of the NSC when appropriate.

2. Authority and Responsibilities

a. The NSC 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.

b. Each administration typically adopts different names for its NSC documents. For example, the Clinton Administration used the terms "Presidential Decision Directive" and "Presidential Review Directive." On the other hand, the Reagan Administration used the terms "National Security Decision Directive" and "National Security Study Directive." The current Administration uses the term "National Security Presidential Directive."

3. Organizational Structure

a. 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 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 CJCS and the DCI 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).

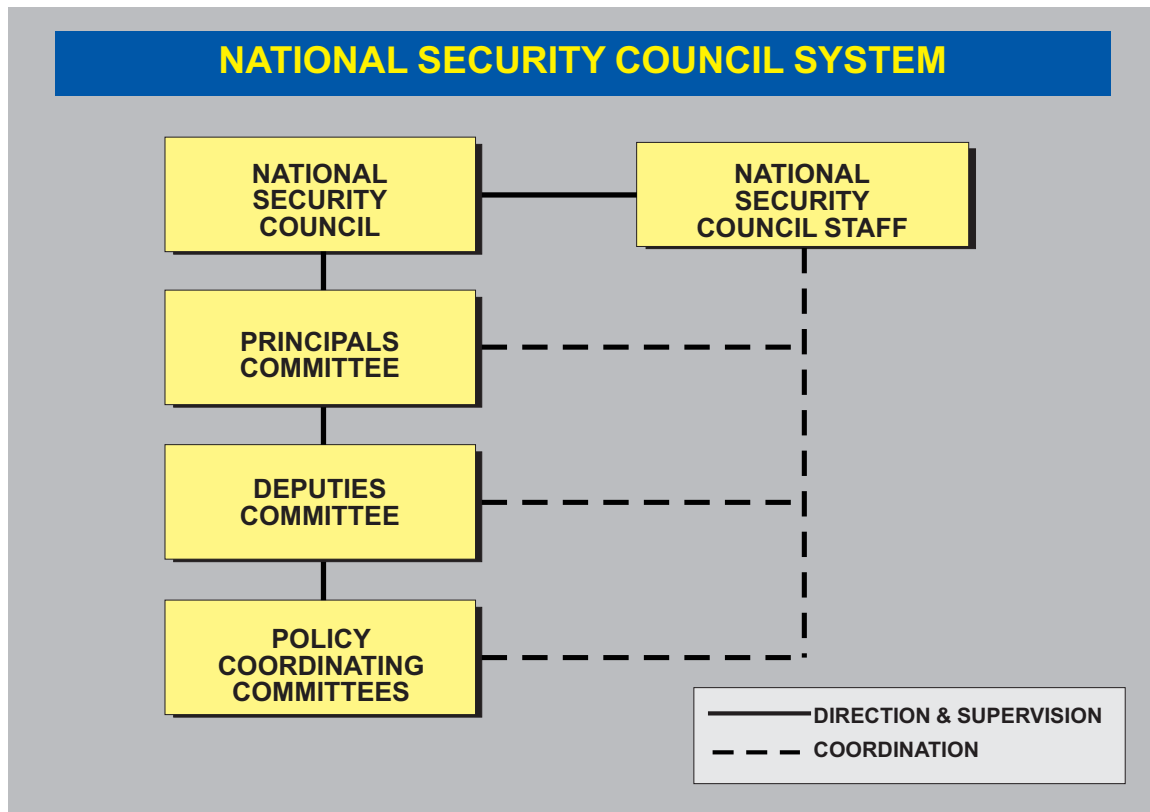


Figure A-K-1. National Security Council System

b. Three NSC sub-groups were established by National Security Directive-1: the NSC/Principals Committee (NSC/PC), the NSC/Deputies Committee (NSC/DC), and the NSC Policy Coordinating Committees.

(1) **The NSC/PC** is the senior interagency forum for consideration of policy issues affecting national security. Members include the Secretary of the Treasury, the Secretary of State, SecDef, DCI, the CJCS, 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.

(2) **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.

(3) **The NSC has established regional and functional PCCs** to deal with such issues as combating terrorism and counterdrugs. PCCs 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.

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

4. Capabilities and Core Competencies

a. 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 USG and the private sector to bear on the needs of the situation.

b. The NSC is responsible to:

(1) Coordinate Executive departments and agencies in the development and implementation of national security policy.

(2) Track the execution and implementation of national security policies for the President.

(3) Coordinate with nongovernmental organizations (NGOs) and IGOs.

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ANNEX L TO APPENDIX A

PEACE CORPS

1. Overview

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.

2. 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 EO in 1961.

3. Organizational Structure

The Peace Corps is headquartered in Washington, DC (1990 K Street, N.W., Washington, DC 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.

4. 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 (HIV)/acquired immune deficiency syndrome (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.

5. 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 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 USAID, the USDA/Forest Service, US Department of the Interior/Park Service, the EPA, and the US DHHS. In many countries, Peace Corps coordinates its efforts with NGOs that also receive support from the USG.

ANNEX M TO APPENDIX A
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT/
OFFICE OF FOREIGN DISASTER ASSISTANCE

1. Overview

USAID 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, 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 DOS 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.

2. Authority and Responsibilities

a. 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 certain US bilateral assistance programs including the Child Survival and Health Programs Fund; the Development Assistance (DA) account, and other specialized DA accounts for credit programs and disaster assistance; the Economic Support Fund; Assistance for Eastern Europe and the Baltic States; Assistance for the Independent States of the former Soviet Union under the Freedom Support Act; and Public Law 480, title II, ("Food For Peace").

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

c. USAID is also the principal agency charged with coordinating the USG response to declared disasters and emergencies worldwide. Through its Office of Foreign Disaster Assistance (OFDA), 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 COM) within the affected country or higher Department of State authority. USAID/OFDA may also expedite interventions at the operational and tactical levels through NGOs, IGOs, and other sources of relief capacity.

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

e. 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 Democracy, Conflict, and Humanitarian Assistance. USAID/OFDA responsibilities include:

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

3. Organizational Structure

a. USAID consists of a central HQ staff in the Washington, DC area and a large number of overseas missions, offices, and regional organizations (see Figure A-M-1).

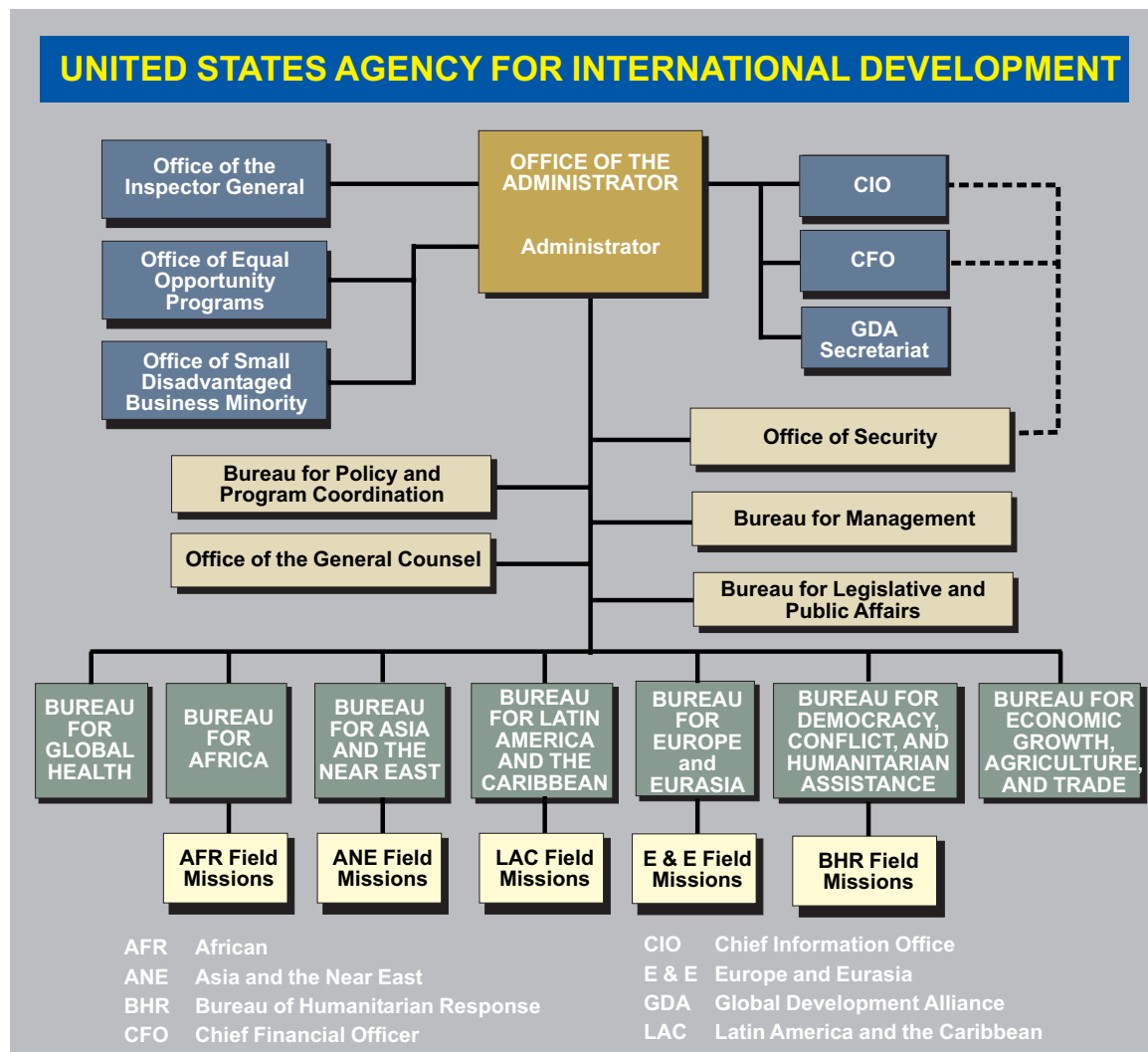


Figure A-M-1. United States Agency for International Development

b. **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.

c. **Geographic Bureaus.** Four bureaus (Africa; Asia and the Near East; Europe and Eurasia; 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.

d. **Office of Foreign Disaster Assistance.** OFDA consists of the Office of the Director and three functional divisions: Disaster, Response and Mitigation Division; Operations Division; and Program 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).

e. **OFDA Regional Advisors.** OFDA has regional advisors stationed in Bangkok, Thailand; Katmandu, Nepal; and Nairobi, Kenya. They are emergency response experts and consultants,

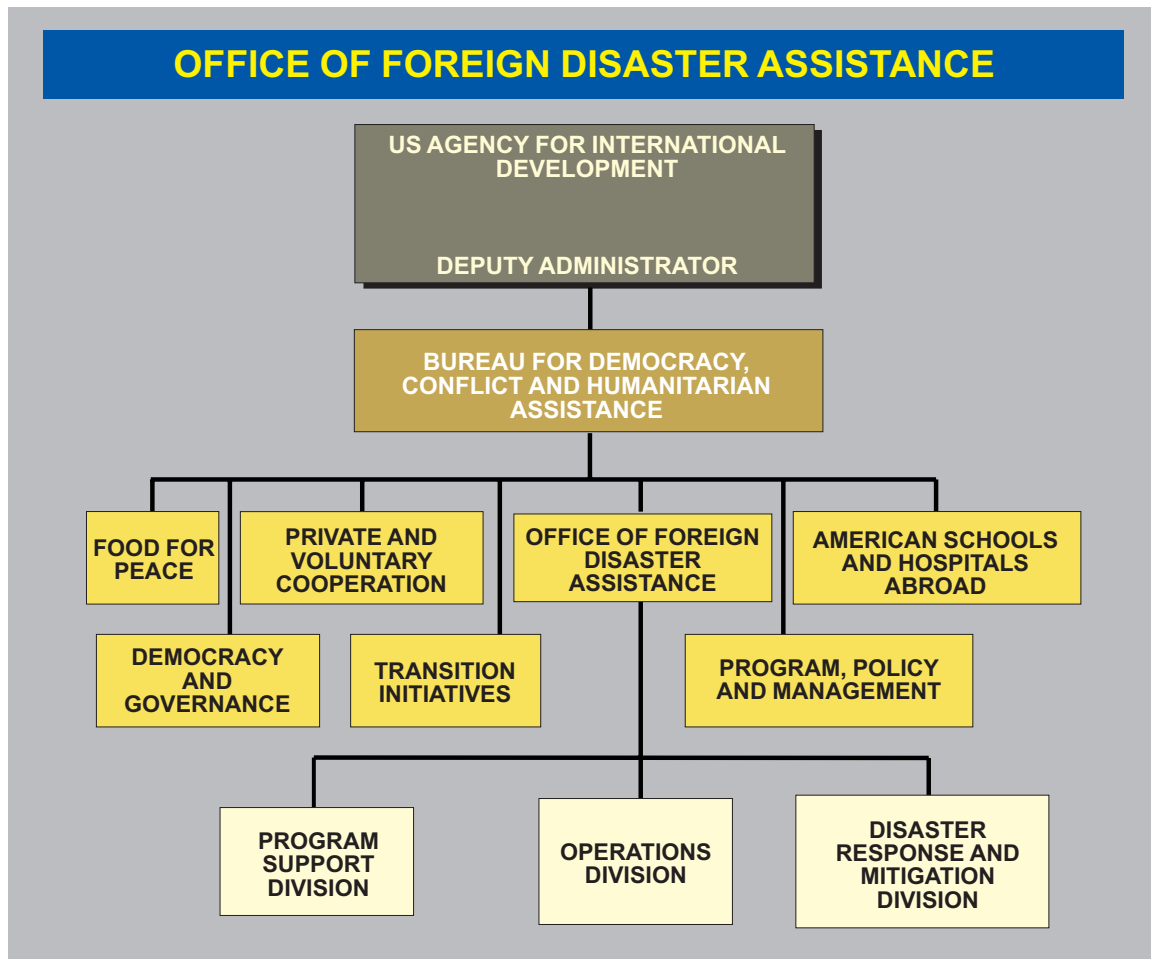


Figure A-M-2. Office of Foreign Disaster Assistance

long experienced with USAID. All have security clearances and are known to government officials and UN, International Committee of the Red Cross (ICRC), and NGO representatives as well as senior officials in US embassies and USAID missions and offices.

f. **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.

4. 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 \$50,000 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.

5. Interagency Relationships

a. USAID/OFDA has established relationships with several USG agencies and dozens of NGOs and IGOs. 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:

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

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

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

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

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

g. DOD, for matters concerning defense equipment and personnel provided to the affected country and for arranging DOD transportation. Department of Defense Directive 5100.46, *Foreign Disaster Relief*, establishes the relationship between DOD and USAID/OFDA. The Deputy Assistant Secretary of Defense (Humanitarian and Refugee Affairs) is DOD'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 DOD (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, DOD independently has statutory authority to respond to overseas manmade or natural disasters when necessary to prevent loss of life. Under the statute's implementing EO, the SecDef provides such assistance at the direction of the President or in consultation with the Secretary of State.

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ANNEX N TO APPENDIX A

ENVIRONMENTAL PROTECTION AGENCY

EPA's mission is to protect human health and to safeguard the natural environment. The EPA provides leadership in the nation's environmental science, research, education and assessment efforts. EPA works closely with other federal agencies, state and local governments, and Indian tribes to develop and enforce regulations under existing environmental laws. EPA is responsible for researching and setting national standards for a variety of environmental programs and delegates to states and tribes responsibility for issuing permits, and monitoring and enforcing compliance. Where national standards are not met, EPA can issue sanctions and take other steps to assist the states and tribes in reaching the desired levels of environmental quality. The Agency also works with industries and all levels of government in a wide variety of voluntary pollution prevention programs and energy conservation efforts.

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APPENDIX B

NONGOVERNMENTAL ORGANIZATIONS

- Annex A Nongovernmental Organizations Associated with InterAction
B Nongovernmental Organizations by Country

NONGOVERNMENTAL ORGANIZATIONS

1. This appendix provides a summary of selected NGOs.
2. An NGO is a private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. It may be local, national or transnational; employ thousands of individuals or just a handful; utilize a large management structure or no formal structure at all.
3. Although DOD has combined Private Voluntary Organization into the NGO category, personnel working with these organizations should be aware that this combination is not necessarily widely accepted across the USG or by the organizations themselves. As a point of reference, USAID defines a private voluntary organization as a tax exempt, non-profit organization working in, or intending to become engaged in, international development activities. These organizations receive some portion of their annual revenue from the private sector (demonstrating their private nature) and voluntary contributions of money, staff time, or in-kind support from the general public (demonstrating their voluntary nature). USAID defines NGOs as any private or nonprofit entity that is formed or organized independently from any national or local governmental entity. These can include for-profit firms, academic degree-granting institutions, universities and colleges, labor institutions, foundations, private voluntary organizations, and a cooperative development organizations.
4. There are thousands of NGOs. Those included in this annex are representational only, and are reproduced from a list of US based international development and humanitarian NGOs available on the American Council for International Action (InterAction) website. Inclusion of this listing from InterAction is not intended as an endorsement of any included organization, nor is it an indication that representatives of the US government may have dealings with a particular NGO. It is incumbent upon the Joint Force Commander through his legal counsel to verify that US persons are not prohibited from dealing with a particular organization by virtue of its inclusion on the list of individuals and entities subject to the various economic sanctions programs administered by the Department of the Treasury's Office of Foreign Assets Control (OFAC)."

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Academy for Educational Development (AED)	AED is an independent, nonprofit organization that is committed to solving critical social problems in the United States and throughout the world through education, research, training, social marketing, policy analysis, and innovative program design. AED has a staff of 1000, including 250 field staff working overseas, that includes specialists in education, health, nutrition, the environment, population, behavior change, youth development, democracy-building, economics, entrepreneurship, and workforce and community development, among other fields. AED is currently working on more than 250 programs in the United States and 167 countries in Africa, Asia, Europe, Latin America, Near East and North America.	Afghanistan Albania Algeria Angola Armenia Australia Austria Azerbaijan Bahamas Bahrain Bangladesh Barbados Belarus Belgium Belize Benin Bhutan Bolivia Bosnia Botswana Brazil Bulgaria Burkina Faso Burma Burundi Cambodia Cameroon Canada Central African Republic Chad Chile China Colombia Congo	Gambia Georgia Germany Ghana Greece Guatemala Guinea Guinea Bissau Guyana Haiti Honduras Hungary Iceland India Indonesia Ireland Israel Italy Ivory Coast Jamaica Japan Jordan Kazakhstan Kenya Korea Kuwait Kyrgyzstan Laos Latvia Lebanon Lesotho Liberia Lithuania Macedonia Madagascar	Palestinian Authority Panama Papua New Guinea Paraguay Peru Philippines Poland Portugal Puerto Rico Qatar Romania Russia Rwanda Sao Tome and Principe Senegal Seychelles Sierra Leone Singapore Slovak Republic Somalia South Africa Spain Sri Lanka St. Vincent Sudan Suriname Swaziland Switzerland Syria Taiwan Tajikistan Tanzania	1825 Connecticut Avenue, NW Washington, DC 20009-5721 Phone: 202-884-8000 Fax: 202-884-8400 Email: admindc@aed.org Web site address: www.aed.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
AED (cont'd)		Costa Rica Cook Islands Cote d'Ivoire Croatia Cuba Cyprus Czech Republic Denmark Djibouti Dominica Dominican Republic Ecuador Egypt El Salvador Eritrea Estonia Ethiopia Fiji Finland France Gabon	Malawi Malaysia Maldives Mali Malta Mauritius Mexico Micronesia Moldova Mongolia Morocco Mozambique Namibia Nepal Netherlands New Zealand Nicaragua Niger Nigeria Oman Pakistan	Thailand Togo Tonga Trinidad and Tobago Tunisia Turkmenistan Uganda Ukraine United Arab Emirates United Kingdom United States Uruguay Uzbekistan Venezuela Vietnam West Bank/Gaza Yemen Yugoslavia Zambia Zimbabwe	
Americans for Community Cooperation in Other Nations (ACCION) International	One of the pioneers of microlending, ACCION International is a private nonprofit organization with over 25 years of expertise in the field. Since 1973, ACCION has worked to give people the tools they need—business loans and training—to work their way out of poverty. Through “micro” loans, ACCION’s network provides the support these microentrepreneurs need to make enough money to feed their family, send a child to school or employ a neighbor.	Argentina Benin Bolivia Brazil Colombia Ecuador El Salvador	Guatemala Haiti Honduras Mexico Mozambique Nicaragua Panama	Paraguay Peru South Africa Uganda United States Venezuela Zimbabwe	56 Roland Street, Suite 300 Boston, MA 02129 Phone: 617-625-7080 Fax: 617-625-7020 Web site address: www.accion.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
ACCION (cont'd)	ACCION's goal is to make access to credit a permanent resource for the poor worldwide. At the heart of this vision is the recognition that microcredit must be financially sustainable, not perennially dependent on donations or government aid. For this reason, ACCION programs are designed to become financially self-sufficient within five years. Micro lenders that are financially self-sufficient can attract private investment, giving them the funds to reach many more people. ACCION works to connect micro lenders to the trillions of dollars in capital markets by helping them become commercially viable. ACCION has played a key role in the creation of a number of fully commercial microfinance institutions in Bolivia, Peru, Mexico and Ecuador. These institutions are demonstrating that it is possible for a commercial lender to both serve the poor and be profitable. In this way, microfinance institutions are beginning to access the wealth of capital markets to help the very people our system has traditionally left behind. In 1991, ACCION decided to bring its microlending experience to the United States to foster economic growth in distressed urban centers. In 1997, President Clinton honored ACCION and its US Network with a Presidential Award for Excellence in Micro-Enterprise Development for its success in demonstrating the viability of microlending in the United States.		

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
ACDIVOCA	ACDIVOCA identifies and opens economic opportunities for farmers and other entrepreneurs worldwide by promoting democratic principles and market liberalization, building international cooperative partnerships, and encouraging the sound management of natural resources.	Albania Armenia Azerbaijan Belarus Bolivia Brazil Bulgaria Cape Verde Colombia Czech Republic Egypt Eritrea	Ethiopia Georgia Honduras Hungary Indonesia Kazakhstan Kenya Kyrgyz Republic Macedonia Malawi Moldova Mongolia	Mozambique Philippines Poland Romania Russia Rwanda Slovakia South Africa Tanzania Uganda Ukraine West Bank & Gaza	50 F Street, NW, Suite 1075 Washington, DC 20001 Phone: 202-383-4961 Fax: 202-783-7204 Web site address: www.acdivoca.org
Action Against Hunger (USA) (AAH-USA)	AAH-USA's mission is to save lives by combating hunger, physical suffering and situations of distress, which endanger the lives of men, women and children. The organization actively campaigns against the use of hunger as a weapon in modern conflict and for access to food as a basic human right. Its advocacy extends to the publication, <i>The Geopolitics of Hunger</i> , released every two years. AAH-USA's involvement usually begins with emergency relief in response to a crisis. Relief is always reinforced by longer term programs enabling victims to regain their autonomy and the means to live independently without relying on external aid. In carrying out its activities, AAH-USA abides by the following principles: independence, impartiality, nondiscrimination, free and direct access to victims, professionalism and transparency. All members of AAH-USA around the world adhere to these principles and undertake to comply with them.	Afghanistan Angola Armenia Azerbaijan Bolivia Bosnia-Herzegovina Burundi Cambodia Cameroon Chad Colombia Congo Republic Democratic Republic of Congo East Timor	El Salvador Ethiopia Georgia Guatemala Guinea Haiti Honduras Indonesia Kenya Laos Liberia Mali Mozambique Myanmar (Burma)	Nicaragua Niger Philippines Russia (including Chechnya) Sierra Leone Somalia Sri Lanka Sudan Tajikistan Uganda Venezuela Yugoslavia (including Kosovo)	875 Sixth Avenue, Suite 1905 New York, NY 10001 Phone: 212-967-7800 Fax: 212-967-5480 Email: aah@aah-usa.org Web site address: www.aah-usa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Adventist Development and Relief Agency International (ADRA)	ADRA works to improve the quality of life for people in developing countries through integrated community-based development and disaster preparedness and response activities that incorporate its five core portfolio activities. ADRA is the humanitarian affiliate of the Seventh-day Adventist Church. As such, ADRA fulfills its objectives without regard to ethnicity, biographic origin, age, gender, or political or religious association.	Albania Angola Argentina Armenia Australia Austria Azerbaijan Bangladesh Belarus Belgium and Luxembourg Bolivia Bosnia-Herzegovina Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Canada Cape Verde Chile China Colombia Cote d'Ivoire Croatia Cuba Czech Republic Democratic Republic of Congo Denmark Dominican Republic Ecuador Estonia Ethiopia Fiji	India Indonesia Iran (Islamic Republic of) Ireland Italy Jamaica Japan Jordan and Iraq Kazakhstan Kenya Kosovo Kyrgyzstan Laos (Lao People's Democratic Republic) Latvia Lebanon Liberia Lithuania Macedonia Madagascar Malawi Malaysia Mali Mauritania Mauritius Mexico Moldova, Republic of Mongolia Morocco Mozambique Myanmar	Norway Pakistan Papua New Guinea Peru Philippines Poland Portugal Romania Russian Federation Rwanda Sao Tome & Principe Senegal Sierra Leone Slovakia Solomon Islands Somalia South Africa South Korea (Republic of Korea) Spain Sri Lanka Sudan Sweden Switzerland Tajikistan Tanzania (United Republic of) Thailand Togo Tunisia Turkey Uganda	12501 Old Columbia Pike Silver Spring, MD 20904 Phone: 301-680-6380 Fax: 301-680-6370 Email: 104100.140@compuserve.com Web site address: www.adra.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
ADRA (cont'd)		Finland France Georgia Germany Ghana Guinea Guinea-Bissau Guyana Haiti Honduras Hungary	Nepal Netherlands New Zealand Nicaragua Niger Nigeria North Korea (Democratic People's Republic of Korea)	Ukraine United Kingdom United States Uzbekistan Venezuela Vietnam Yemen Yugoslavia Zambia Zimbabwe	
Advocacy Institute	Founded in 1985, the Advocacy Institute is a US-based global organization dedicated to strengthening the capacity of political, social and economic justice advocates to influence and change public policy. The Advocacy Institute works to help build social justice advocacy leadership that is strategic, effective and sustainable. We work with leadership that is recognized and emergent. We work with people exercising leadership on the most challenging public issues and social problems. Working with our partners to help make democratic institutions accountable, our work links us with a global community of grassroots activists and nongovernmental organization leaders tackling critical human rights issues - such as gender equity, peace, ending poverty, public health, and protecting the environment.	Bangladesh Bosnia and Herzegovina China Croatia India	Indonesia Macedonia Namibia Nepal Pakistan Russian Federation	South Africa Ukraine United States West Bank & Gaza Yugoslavia (Serbia, Kosovo)	1629 K Street, NW, Suite 200 Washington, DC 20006-1629 Phone: 202-777-7575 Fax: 202-777-7577 Email: info@advocacy.org Web site address: www.advocacy.org
African Medical & Research Foundation, Inc. (AMREF)	AMREF's mission is to empower disadvantaged people of Africa to improve their lives and health by: strengthening local capabilities through training and education; delivering clinical and surgical outreach to remote rural areas where services do not exist; investigating and evaluating innovative methods of preventive and	Ethiopia Kenya Mozambique	Rwanda Somalia South Africa	Tanzania Uganda	19 West 44th Street, Room 710 New York, NY 10036 Phone: 212-768-2440 Fax: 212-768-4230 Web site address: www.amref.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
AMREF (cont'd)	curative health care delivery through operational research; promoting the use of identified best practices in solving health problems; and working with government ministries of health to jointly solve long-term health problems. AMREF is committed to the principle that sustainable health development can only be effected by building and supporting indigenous capabilities. Over 95 percent of AMREF's staff is African.				
Africare	Africare works to improve the quality of life in Africa, with programs in food, water, the environment, health, emergency humanitarian aid, private-sector development and governance. Africare now supports more than 150 self-help development programs in 26 nations of Africa.	Angola Benin Burkina Faso Burundi Chad Cote d'Ivoire Egypt Eritrea Ethiopia	Ghana Guinea Guinea Bissau Liberia Malawi Mali Mozambique Niger Nigeria	Rwanda Senegal Sierra Leone South Africa Tanzania Uganda Zambia Zimbabwe	440 R Street, NW Washington, DC 20001 Phone: 202-462-3614 Fax: 202-387-1034 Email: africare@aficare.org Web site address: www.aficare.org
Aga Khan Foundation U.S.A. (AKF USA)	The Foundation seeks sustainable solutions to long-term problems of poverty, with special emphasis on the needs of rural communities in mountainous and other resource-poor areas. Priority is given to integrated approaches that are community-based, participatory and innovative, and reinforce civil society and respect local culture. The geographic focus of the Foundation's work is in sub-Saharan Africa and South and Central Asia. The Foundation's activities are guided by the conviction that self-help brings dignity and self-respect, which in turn generate human creative energy. Key characteristics of the Foundation's programmatic approach are promotion of integrated development in a given area; long-term engagement in order to build locally	Afghanistan Bangladesh India Kenya	Mozambique Pakistan Tajikistan Tanzania	Uganda United States	1825 K Street, N.W., Suite 901 Washington, DC 20006 Phone: 202-293-2537 Fax: 202-785-1752 Email: info@akfusa.org Web site address: www.akdn.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
AKF USA (cont'd)	sustainable models of development; developing solution-oriented models; and partnerships with local counterpart organizations to implement projects and long-term relationships with donor agencies and peer organizations.				
Aid to Artisans	Aid to Artisans, a nonprofit organization, offers practical assistance to artisan groups worldwide, working in partnerships to foster artistic traditions, cultural vitality, improved livelihoods and community well-being. Through collaboration in product development, business skills training and development of new markets, Aid to Artisans provides sustainable economic and social benefits for craftspeople in an environmentally sensitive and culturally respectful manner.	Bosnia Cambodia Georgia Haiti Honduras India Kazakhstan	Kyrgyzstan Laos Malaysia Mali Mexico Mozambique Peru	Romania South Africa Tanzania Uzbekistan Vietnam	331 Wethersfield Avenue Hartford, CT 06114 Phone: 860-947-3344 Fax: 860-947-3350 Email: atausa@aol.com Web site address: www.aidtoartisans.org
Air Serv International	The Air Serv team uses aircraft and other appropriate technology for relief and development, restoring hope to the suffering.	Afghanistan Cote d'Ivoire (Ivory Coast) Democratic Republic of Congo	Guinea Liberia Mozambique Pakistan	Rwanda Sierra Leone Uganda	6583 Merchant Place Warrenton, VA 20187 Phone: 540-428-2323 Fax: 540-428-2326 Email: airserv@airserv.org Web site address: www.airserv.org
Amazon Conservation Team (ACT)	The mission of the ACT is to work in partnership with indigenous people in conserving biodiversity, health and culture in tropical America.	Brazil Colombia	Costa Rica Mexico	Suriname	4211 N Fairfax Drive Arlington, VA 22203 Phone: 703-522-4684 Fax: 703-522-4464 Email: info@amazonteam.org Web site address: www.amazonteam.org
America's Development Foundation (ADF)	ADF is dedicated to assisting the international development of democracy. Guided by the belief that a vibrant civil society is the indispensable foundation of democracy, ADF works in partnership with communities and NGOs committed to building civil societies. ADF	Afghanistan Angola Benin Bosnia and Herzegovina Burkina Faso	El Salvador Egypt Ethiopia Guatemala Haiti Jordan	Mozambique Nicaragua Panama Romania Russia Serbia	101 North Union Street, Suite 200 Alexandria, VA, 22314 Phone: 703-836-2717 Fax: 703-836-3379 Email: adf@adfusa.org Web site address: www.adfusa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
ADF (cont'd)	conducts programs that provide targeted technical assistance, training and grants to enhance the institutional development of various stakeholders and to support program activities in social, economic and civil society development. ADF has experience in supporting program activities in over thirty countries in Eastern and Central Europe, Central Asia, the Middle East, Africa, the Caribbean, and Central America.	Cote d'Ivoire (Ivory Coast) Croatia Congo (Democratic Republic of)	Kazakhstan Mali Montenegro Morocco	Ukraine West Bank & Gaza	
American Friends Service Committee (AFSC)	AFSC upholds the principle of meeting human needs without regard to politics, religion or nationality. It promotes self-help and independence, and the improvement of people's physical, economic and social well-being, out of Quaker concern for reconciliation and the relief of suffering. AFSC focuses on promoting mutual understanding of people.	Afghanistan Angola Bosnia/Herzegovina Brazil Cambodia Colombia Cuba Ecuador Haiti Honduras Hungary	Indonesia Iraq Israel Jordan Kosovo Laos Lebanon Mexico Mozambique North Korea Pakistan	Palestine Peru Serbia Somalia South Africa Thailand Turkey United States Vietnam Zimbabwe	1501 Cherry Street Philadelphia, PA 19102 Phone: 215-241-7150 Fax: 215-241-7026 Email: idgeneral@afsc.org Web site address: www.afsc.org
American Jewish Joint Distribution Committee (AJJDC)	AJJDC works on behalf of the American Jewish community in over 50 countries outside of North America. The mission includes the rescue, relief and reconstruction of Jewish communities worldwide. Through its International Development Program, AJJDC conducts development and disaster relief activities on a nonsectarian basis.	Albania Algeria Argentina Austria Azerbaijan Belarus Belgium Bolivia Bosnia and Herzegovina Brazil Bulgaria Chile	Estonia Ethiopia France Georgia Greece Guatemala Hungary India Israel Italy Latvia Lithuania Macedonia	Poland Romania Russian Federation Rwanda Slovak Republic Slovenia Spain Tajikistan Tunisia Turkey Turkmenistan Ukraine Uruguay	711 Third Avenue, 10th Floor New York, NY 10017-4014 Phone: 212-687-6200 Fax: 212-370-5467 Email: admin@jdc.org Web site address: www.jdc.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
AJJDC (cont'd)		Colombia Croatia Cuba Czech Republic Egypt El Salvador	Mexico Morocco Myanmar Palestinian Authority Peru	Uzbekistan Venezuela Yemen Yugoslavia (Serbia, Montenegro, Kosovo)	
American Jewish World Service (AJWS)	AJWS is a not-for-profit international development organization that works on a non-sectarian basis, on behalf of the Jewish community, throughout the developing world and in Russia and Ukraine. AJWS provides humanitarian support, technical assistance, and skilled volunteers to local NGOs working on a variety of social programs including literacy, women's health, sustainable agriculture, education, and business development through micro-credit loans. Additionally, AJWS engages in international relief and reconstruction in response to natural and manmade disasters. Founded in 1985, AJWS provides a vehicle through which American Jews can be engaged as global citizens, working for the betterment of humanity.	Afghanistan Albania Armenia Bangladesh Belize Bosnia Cambodia Cameroon Colombia Dominican Republic East Timor El Salvador Ghana Guatemala	Honduras India Kazakhstan Kosovo Macedonia Malawi Mexico Nepal Nicaragua Nigeria Palestinian Authority Peru Russia	Rwanda Senegal Sierra Leone Somalia South Africa Taiwan Thailand Turkey Ukraine Venezuela West Bank & Gaza Zimbabwe	45 West 36th Street New York, NY 10018 Phone: 1-800-889-7146 Web site address: www.ajws.org
American Near East Refugee Aid (ANERA)	ANERA reduces poverty and relieves suffering, thereby improving the lives of people in the Middle East.	Israel Jordan	Lebanon	West Bank and Gaza	1522 K Street, NW, Suite 202 Washington, DC 20005 Phone: 202-347-2558 Fax: 202-682-1637 Email: anera@anera.org Web site address: www.anera.org
American ORT	ORT provides vocational and technical skills training for employment and the establishment of a self-sustaining training capability. Technical assistance for human resource development, education, health care, transportation, agriculture and rural development, micro	Albania Argentina Australia Belarus Belgium Bosnia	Germany Ghana Greece Guinea Hungary India	Paraguay Peru Philippines Poland Russia Senegal	1900 L Street, NW, Suite 603 Washington DC 20036 Phone: 202-293-2577 Fax: 202-293-2577 Email: info@aort.org Web site address: www.aort.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
American ORT (cont'd)	enterprise development, democracy/civil society strengthening, public and private service enterprises (e.g., banking, distributive industries and commercial enterprises), and urban development are also provided. ORT offers services including needs assessments and analysis, program design, implementation, and evaluation and procurement of all training equipment and materials. ORT works in cooperation with governmental and intergovernmental agencies, joint public/private ventures, corporations, private voluntary organizations, the World ORT Union in London and other Jewish community and welfare organizations worldwide.	Brazil Bulgaria Canada Chile Cuba Czech Republic Denmark Estonia Ethiopia Finland France	Israel Italy Kosovo Latvia Lithuania Luxembourg Macedonia Mali Mexico Moldova Netherlands Nigeria	South Africa Spain Sweden Switzerland Turkey Ukraine United Kingdom United States Uruguay Venezuela	
American Red Cross International Services (ARC)	The ARC works with a global network of Red Cross, Red Crescent and equivalent societies to restore hope and dignity to the world's vulnerable people. Through the International Red Cross Movement, ARC brings emergency relief to disaster victims, and improves basic living conditions of those in chronically deprived areas of the world.	Afghanistan Albania Armenia Azerbaijan Bangladesh Bolivia Bosnia and Herzegovina Bulgaria Cambodia Colombia Congo (Republic of) Cuba Democratic Republic of Congo Dominican Republic Ecuador Egypt El Salvador Eritrea	Ethiopia Germany Ghana Guatemala Haiti Honduras India Iran Iraq Kenya Kyrgyzstan Liberia Lithuania Macedonia Malawi Mozambique Namibia Nicaragua Papua New Guinea	Peru Russian Federation Rwanda Sierra Leone Somalia St. Lucia Sudan Tanzania Turkey Turkmenistan Uganda United States Uzbekistan Venezuela Vietnam Yugoslavia (Serbia, Kosovo) Zambia Zimbabwe	431 18th St. NW, 2nd Floor Washington, DC 20006 Phone: 202-639-3400 Fax: 202-639-3540 Email: info@usa.redcross.org Web site address: www.redcross.org/services/intl/

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
American Refugee Committee (ARC) International	The ARC works for the survival, health, and well-being of refugees, displaced persons and those at risk. ARC seeks to enable them to rebuild productive lives of dignity and purpose, striving always to respect the values of those served.	Bosnia and Herzegovina Croatia Guinea Kosovo	Liberia Macedonia Montenegro Rwanda	Serbia Sierra Leone Sudan Thailand	430 Oak Grove Street, Suite 204 Minneapolis, MN 55403 Phone: 612-872-7060 Fax: 612-607-6499 Email: archq@archq.org Web site address: www.archq.org
AmeriCares	AmeriCares is the nonprofit disaster relief and humanitarian aid organization which provides immediate response to emergency medical needs and supports long-term healthcare programs--for all people around the world, irrespective of race, color, creed or political persuasion.	AmeriCares serves 137 countries around the globe with disaster relief and humanitarian aid.			161 Cherry Street New Canaan, CT 06840, USA Phone: 800-486-4357 Fax: 203-966-6028 Email: aweirether@americares.org Web site address: www.americares.org
Amigos de las Américas (AMIGOS)	AMIGOS builds partnerships to empower young leaders, advance community development and strengthen multi-cultural understanding in the Americas.	Bolivia Brazil Costa Rica	Dominican Republic Honduras Mexico	Nicaragua Paraguay	5618 Star Lane Houston, TX 77057 Phone: 713-782-5290/ 1-800-231-7796 Fax: 713-782-9267 Email: info@amigoslink.org Web site address: www.amigoslink.org
Ananda Marga Universal Relief Team (AMURT)	AMURT aims to help improve the quality of life for poor and under-privileged people of the world and to assist the victims of natural and man-made disasters. AMURT offers assistance which encourages and enables people to develop themselves, harnessing their own resources for securing the basic necessities of life and gaining greater socio-economic independence. Its community development projects provide funds and technical assistance for irrigation, food cooperatives, reforestation, medical care and road construction. Food and agricultural projects assist experimental farms and nurseries, and work to focus attention on	Albania Burkina Faso Congo (Republic of) Costa Rica Dominican Republic Ghana Haiti	India Jamaica Kenya Kosovo Mongolia Nicaragua Philippines	Romania Rwanda South Africa Thailand Turkey United States	7627 16th St., NW Washington, DC 20012 Phone: 202-829-8676 Fax: 202-829-0462 Email: amurt@amps.org Web site address: www.amurt.net

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
AMURT (cont'd)	increased agriculture opportunities to counterbalance growing urban migration and depleting food source production.				
B'nai B'rith International (BBI)	BBI is an international Jewish organization committed to the security and continuity of the Jewish people and the State of Israel, defending human rights, combating anti-Semitism, bigotry and ignorance, and providing service to the community on the broadest principles of humanity. Its mission is to unite persons of the Jewish faith and to enhance Jewish identity through strengthening Jewish family life and the education and training of youth, broad-based services for the benefit of senior citizens, and advocacy and action on behalf of Jews throughout the world.	Argentina Australia Austria Azerbaijan Belgium Bolivia Brazil Bulgaria Canada Chile Colombia Costa Rica Croatia Cuba Czech Republic Denmark Ecuador Estonia France Germany	Greece Guadeloupe Guatemala Hungary India Ireland Israel Italy Jamaica Japan Latvia Lithuania Luxembourg Martinique Mexico Moldova Monaco Netherlands Netherlands Antilles	New Zealand Norway Panama Paraguay Peru Portugal Romania Russia Singapore Slovakia South Africa Spain Sweden Switzerland Ukraine United Kingdom United States Uruguay Venezuela	1640 Rhode Island Avenue, N.W. Washington, DC 20036 Phone: 202-857-6600/ 1-888-338-4224 Fax: 202-857-1099 Email: Cca@bnaibrith.org Web site address: //bbinet.org
Baptist World Alliance/Baptist World Aid (BWA/BWAid)	BWAid works through Baptist communities around the world, mitigating suffering and providing long-range help for persons in need regardless of religion, nationality, tribe or class. BWAid also helps poor people avoid situations of famine and malnourishment and improve their capacity for self-help and wage earning.	Angola Antigua and Barbuda Argentina Armenia Australia Austria Azerbaijan Bahamas Bangladesh Barbados Belarus	El Salvador Estonia Ethiopia Fiji Finland France Germany Ghana Guatemala Guyana Haiti Honduras	Panama Papua New Guinea Paraguay Peru Philippines Poland Portugal Republic of Georgia Romania Russian Federation	405 N. Washington Street Falls Church, VA 22046, USA Phone: 703-790-8980 Fax: 703-790-5719 Email: bwaid@bwanet.org Web site address: www.bwanet.org/bwaid

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
BWA/BWAid (cont'd)		Belgium Belize Benin Bermuda Bolivia Botswana Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Canada Central African Republic Chile Colombia Costa Rica Cote d'Ivoire Croatia Cuba Czech Republic Democratic Republic of Congo Denmark Dominican Republic Ecuador Egypt Hong Kong Hungary India Indonesia Israel Italy Jamaica Japan Jordan Kazakhstan Kenya Korea Kyrgyzstan Latvia Lebanon Liberia Lithuania Macau Madagascar Malawi Malaysia Mexico Moldova Mozambique Myanmar Namibia Nepal Netherlands New Zealand Nicaragua Nigeria Norway Rwanda Serbia Sierra Leone Singapore Slovak Republic Slovenia South Africa Spain Sri Lanka Sweden Switzerland Syrian Arab Republic Taiwan Tanzania Thailand Togo Trinidad and Tobago Uganda Ukraine United Kingdom United States Uruguay Uzbekistan Venezuela Zambia Zimbabwe	

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Bread for the World (BFW)	BFW is a nationwide Christian movement that seeks justice for the world's hungry people by lobbying our nation's decision makers.	None	50 F Street NW, Suite 500 Washington, DC 20001 Phone: 202-639-9400 Fax: 202-639-9401 Email: bread@bread.org Web site address: www.bread.org
Bread for the World Institute (BFWI)	BFWI seeks justice for hungry people by engaging in research and education on policies related to hunger and development.	None	50 F Street NW, Suite 500 Washington, DC 20001 Phone: 202-639-9400 Fax: 202-639-9401 Email: bread@bread.org Web site address: www.bread.org
Brother's Brother Foundation, The (BBF)	The BBF is a 501 (c) (3) not-for-profit charitable organization dedicated to relief and humanitarian assistance efforts through the world. Our mission is to promote international health and education through efficient and effective distribution of donated pharmaceuticals, medical supplies, textbooks, educational supplies, food, clothing, seed and other resources. The BBF motto, "connecting people's resources with people's needs" is accomplished through gift-in-kind contributions that are distributed upon request and identification of need within less developed and developing countries in partnership with US-based and in-country NGOs. BBF assists people without regard to race, creed, religion, or politics.	Armenia Belize Brazil Cuba Dominican Republic El Salvador Ethiopia Ghana Grenada Guatemala Guyana Haiti Iraq Jamaica Moldova Mozambique Nicaragua Niger Nigeria Papua New Guinea Philippines Poland Serbia Sierra Leone Somalia South Africa St. Lucia Uganda Ukraine United States Uzbekistan Venezuela Vietnam	1200 Galveston Ave. Pittsburgh, PA 15233-1604 Phone: 412-321-3160 Fax: 412-321-3325 Web site address: www.brothersbrother.org
Campaign for Tobacco-Free Kids (CFTFK)	The CFTFK is fighting to free America's youth from tobacco and to create a healthier environment. The Campaign is one of the nation's largest nongovernmental initiatives ever launched to protect children from tobacco addiction and exposure to secondhand smoke.	United States	1400 I (Eye) St NW, Suite 1200 Washington, DC 20005 Phone: 202-296-5469 Fax: 202-296-5427 Email: info@tobaccofreekids.org Web site address: http://tobaccofreekids.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
CFTFK (cont'd)	Our primary goals are to alter the public's acceptance of tobacco by deglamorizing tobacco use and countering tobacco industry marketing to youth and other similar practices; change public policies at federal, state and local levels to protect children from tobacco; and increase the number of organizations and individuals fighting against tobacco. Our 130-plus partners include health, education, medical, civic, corporate, youth, religious, and women's organizations that are dedicated to reducing tobacco use among children and adults.				
Catholic Medical Mission Board (CMMB)	Founded in 1928 and rooted in the healing ministry of Jesus, CMMB works collaboratively to provide quality healthcare programs and services without discrimination to people in need around the world.	Botswana Ghana Kenya	Lesotho Namibia South Africa	Swaziland Zambia	10 W 17th St. New York, NY 10011 Phone: 212-242-7757/ 1-800-678-5659 Fax: 212-807-9161 Email: info@cmmb.org Web site address: www.cmmb.org
Catholic Relief Services (CRS)	CRS was founded in 1943 by the Catholic Bishops of the United States to assist the poor and disadvantaged outside the country. It is administered by a Board of Bishops selected by the Episcopal Conference of the United States, and is staffed by men and women committed to the Catholic Church's apostolate of helping those in need. It maintains strict standards of efficiency and accountability. The fundamental motivating force in all activities of CRS is the Gospel of Jesus Christ as it pertains to the alleviation of human suffering, the development of people and the fostering of charity and justice in the world. The policies and programs of the agency reflect and express the teaching of the Catholic Church. At the same time, CRS assists persons on the	Afghanistan Albania Angola Armenia Bangladesh Benin Bolivia Bosnia and Herzegovina Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Central African Republic	Equatorial Guinea Eritrea Ethiopia Gambia Ghana Guatemala Guinea Guinea Bissau Haiti Honduras India Indonesia Iran Iraq Jerusalem, West Bank, Gaza	Myanmar Nagorno Karabakh Nicaragua Niger Nigeria North Korea Pakistan Papua New Guinea Paraguay Philippines Russia Rwanda Senegal Sierra Leone South Africa Sri Lanka Sudan	209 West Fayette St. Baltimore, MD 21201-3443 Phone: 410-625-2220 Fax: 410-685-1635 Email: webmaster@catholicrelief.org Web site address: www.catholicrelief.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
CRS (cont'd)	basis of need, not creed, race or nationality. CRS gives active witness to the mandate of Jesus Christ to respond to human needs in the following ways: by responding to victims of natural and manmade disasters; by providing assistance to the poor and to alleviate their immediate needs; by supporting self-help programs which involve people and communities in their own development; by helping those it serves to restore and preserve their dignity and to realize their potential; by collaborating with religious and non-sectarian persons and groups of good will in programs and projects which contribute to a more equitable society; by helping to educate the people of the United States to fulfill their moral responsibilities in alleviating human suffering, removing its causes, and promoting social justice.	Chad Colombia Congo (Republic of) Democratic Republic of Congo Croatia Cuba Dominican Republic East Timor Ecuador Egypt El Salvador Kenya Kosovo Laos Lebanon Lesotho Liberia Macedonia Madagascar Malawi Mali Mexico Morocco Taiwan Tanzania Thailand Togo Turkey Uganda Venezuela Vanuatu Vietnam Yugoslavia Zambia Zimbabwe	
Center for International Health and Cooperation (CIHC)	CIHC uses health and other humanitarian endeavors to promote healing and peace in countries shattered by war, regional conflicts and ethnic violence. In each program, the Center emphasizes the health-care professional's unique potential to contribute to the resolution of seemingly intractable conflict situations.	Somalia Switzerland	850 Fifth Avenue New York, NY 10021 Phone: 212-434-2477 Email: cihcnyc@aol.com Web site address: www.healthnet.org/cihc
Center of Concern (COC)	COC is committed to sustainable, equitable and participatory development. It is actively engaged in the search for alternatives to the model of free market neo-liberalism in a variety of ways: involvement with UN activities; networking with global women's groups to move	None	1225 Otis Street, NE Washington, DC 20017 Phone: 202-635-2757 Fax: 202-832-9494 Email: coc@coc.org Web site address: www.coc.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
COC (cont'd)	beyond the current approach to improving women's economic status; advocating for solidarity with grassroots organizations in Africa, Central and South America, and Asia; and making the economic and political case for initiatives to reduce the burden of debt in the South. The Center's continuing work on Catholic social teaching provides the ethical foundation for a model of a just global order.		
Centre for Development and Population Activities, The (CEDPA)	CEDPA is a women-focused nonprofit international development organization founded in 1975. CEDPA's mission is to empower women at all levels of society to be full partners in development. Towards this end, CEDPA's strategies include building the capacities of development institutions and networks; mobilizing women's advocacy and participation at the policy level; linking reproductive health services and women's empowerment; and making youth an integral part of the development agenda. All CEDPA activities are designed to advance gender equity. HIV/AIDS awareness and prevention activities are integrated into all programs.	Benin Bolivia Burkina Faso Cambodia Cape Verde Chad Egypt Gambia Ghana Guatemala Haiti India Jordan Mali Mauritania Nepal Niger Nigeria Paraguay Peru Romania Russia Senegal South Africa Turkey United States	1400 16th Street, N.W., Suite 100 Washington, D.C. 20036 Phone: 202-667-1142 Fax: 202-332-4496 Email: email@cedpa.org Web site address: www.cedpa.org
Child Health Foundation (CHF)	CHF supports the development of practical, low-cost methods to prevent and treat the most common causes of illness or death of children in all parts of the world. CHF supports clinical research, continuing medical education of health care professionals, public education and outreach, and a small grants program to support innovative community efforts to save lives and improve health.	Bangladesh Guatemala India Nicaragua Pakistan Peru Tanzania Uganda United States	10630 Little Patuxent Pkwy Suite 126 Columbia, MD 21044 Phone: 410-992-5512/ 301-596-4514 Fax: 410-992-5641 Email: chf@erols.com Web site address: childhealthfoundation.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Childreach/Plan	Childreach with Plan strives to achieve lasting improvements in the quality of life of deprived children in developing countries through a process that unites people across cultures and adds meaning and value to their lives by: enabling deprived children, their families and their communities to meet their basic needs and to increase their ability to participate in and benefit from their societies; fostering relationships to increase understanding and unity among peoples of different cultures and countries; and advocating for the rights and interests of the world's children.	Albania Bangladesh Benin Bolivia Brazil Burkina Faso Cameroon China Colombia Dominican Republic Ecuador Egypt El Salvador Ethiopia Ghana	Guatemala Guinea Guinea Bissau Haiti Honduras India Indonesia Kenya Malawi Mali Nepal Nicaragua Niger Pakistan	Paraguay Peru Philippines Senegal Sierra Leone Sri Lanka Sudan Tanzania Thailand Togo Uganda Vietnam Zambia Zimbabwe	155 Plan Way Warwick, RI 02886-1099 Phone: 401-738-5600 Fax: 401-738-5608 Email: USNO-sr@childreach.org Web site address: www.childreach.org
Children International Headquarters	Children International's mission is to help children living in dire poverty. This is accomplished through the generosity of our contributors by providing children with program benefits and services that meet basic needs, enhance their self esteem and raise their physical and educational levels in a meaningful, lasting way. Our goal is that each child will grow into a healthy, educated and self-reliant adult.	Chile Colombia Dominican Republic Ecuador	Guatemala Honduras India	Israel Nepal Philippines	2000 East Red Bridge Road Kansas City, MO 64131 Phone: 816-942-2000 Fax: 816-942-3714 Email: children@cikc.org Web site address: www.children.org
Christian Children's Fund (CCF)	Too many of the world's children suffer the debilitating effects of poverty and violence. Children have the right to experience life with as much joy and hope as humanly possible. CCF creates an environment of hope and respect for needy children of all cultures and beliefs in which they have opportunities to achieve their full potential, and provides practical tools for positive change - to children, families and communities.	Albania Angola Belarus Bolivia Brazil Colombia Dominican Republic East Timor Ecuador Ethiopia Gambia	Guatemala Honduras India Indonesia Kenya Kosovo Lithuania Mexico Philippines Senegal	Sierra Leone South Africa Sri Lanka St. Vincent Thailand Togo Uganda Ukraine United States Zambia	2821 Emerywood Parkway P.O. Box 26484 Richmond, VA 23261-6484 Phone: 804-756-2700 Fax: 804-756-2718 Web site address: www.christianchildrensfund.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
CCF (cont'd)	CCF is a humanitarian, international, not-for-profit, nonsectarian organization working for the survival, protection and development of children without regard to race, creed, sex or religious affiliation. Its mission is to serve the needs of children worldwide - primarily through person-to-person programs, in the context of family and community, and using a developmental approach through national and local partners.				
Christian Reformed World Relief Committee (CRWRC US)	CRWRC envisions a world where people experience and extend Christ's compassion and live together in hope as God's community. CRWRC's mission flows from this vision. CRWRC's mission is to engage God's people in redeeming resources and developing gifts in collaborative activities of love, mercy, justice, and compassion.	Bangladesh Cambodia Canada Dominican Republic Ecuador El Salvador Guatemala Haiti Honduras India	Indonesia Kenya Laos Malawi Mali Mozambique Nicaragua Niger Nigeria Philippines	Romania Rwanda Senegal Sierra Leone South Africa Tanzania Uganda United States Zambia	2850 Kalamazoo Avenue, SE Grand Rapids, MI 49560-0600 Phone: 616-224-0740 Fax: 616-224-0806 Email: ryskampa@crcna.org Web site address: www.crwrc.org
Church World Service (CWS)	Through CWS, members of congregations in the USA come together with the ecumenical family worldwide to witness to and share Christ's love with all people. CWS achieves its mission by: providing opportunities to work together worldwide; meeting basic needs of people; advocating for justice, human rights and the dignity of all; educating for peace and reconciliation; and promoting the integrity of the environment.	Afghanistan Angola Argentina Armenia Azerbaijan Bangladesh Barbados Belarus Bolivia Bosnia-Herzegovin Botswana Brazil Burkina Faso Burma (Myanmar) Burundi Cambodia	Georgia Ghana Guatemala Guinea Bissau Haiti Honduras India Indonesia Iran Iraq Israel Japan Jordan Kenya Kosovo Laos	Papua New Guinea Paraguay Peru Philippines Puerto Rico Romania Russia Rwanda Senegal Sierra Leone Solomon Islands Somalia South Africa South Korea Sri Lanka Sudan	P.O. Box 968, Elkhart, IN 46515 Shipping address: 28606 Phillips St. Elkhart, IN 46515 Phone: 800-297-1516/ 219-264-3102 Fax: 219-262-0966 Email: info@churchworldservice.org Web site address: www.churchworldservice.org 475 Riverside Drive, Suite 700 New York, NY 10115 Phone: 212-870-2061 Fax: 212-870-3523

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
CWS (cont'd)		Chile China Colombia Croatia Cuba Cyprus (MECC) Democratic Republic of Congo Dominican Republic East Timor Ecuador Egypt El Salvador Ethiopia French Polynesia Gambia	Lebanon Liberia Macedonia Madagascar Malawi Mali Mexico Mozambique Namibia Nepal Nicaragua Niger North Korea Pakistan Palestine (West Bank and Gaza)	Swaziland Syria Taiwan Tanzania Thailand Turkey Uganda Ukraine United States Uruguay Venezuela Vietnam Yugoslavia Zambia Zimbabwe	
Citizens Development Corps (CDC)	To provide business and management knowledge and experience to enterprises and institutions in transitioning economies worldwide.	Azerbaijan Bulgaria Central Asia Croatia	Hungary Kosovo Romania	Russia Thailand Ukraine	1400 I Street, NW, Suite 1125 Washington, DC 20005 Phone: 202-872-0933 Fax: 202-872-0923 Email: info@cdc.org Web site address: www.cdc.org
Citizens Network for Foreign Affairs (CNFA)	The CNFA is a non-profit group dedicated to stimulating international growth and development. CNFA works with US companies, entrepreneurs, farm groups, business alliances and other organizations to create lasting and effective opportunities in international markets.	Belarus Moldova Mozambique	Russian Federation Ukraine	United States Zimbabwe	1111 19th Street, NW, Suite 900 Washington, DC 20036 Phone: 202-296-3920 Fax: 202-296-3948 Email: info@cnfa.org Web site address: www.cnfa.org
Concern America	Concern America is a small nonprofit, nonsectarian, nongovernmental development and refugee aid organization that partners with materially poor communities living in impoverished regions of "developing" countries or in refuge outside of their homeland. The organization's main objective is to provide	El Salvador Guatemala	Guinea Honduras	Mexico Mozambique	2015 N. Broadway Santa Ana, CA 92706 Phone: 714-953-8575 Fax: 714-953-1242 Email: concamerinc@earthlink.net Web site address: www.concernamerica.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Concern America (cont'd)	training and technical assistance. Concern America trains local populations in health, education, agriculture, and/or appropriate technology.		
CONCERN Worldwide US Inc.	CONCERN Worldwide is a nondenominational voluntary organization dedicated to the relief, assistance and advancement of peoples in need in less developed areas of the world while concentrating on the poorest people in its 26 countries of operation, throughout Africa, Asia and Latin America. CONCERN seeks also to engage the people of both donor and recipient countries more fully in the practical struggle against poverty and injustices in the world. CONCERN bases its work on the principle that development is a process which occurs in people, proceeds at their pace, and is achieved, not given.	Afghanistan Angola Bangladesh Burundi Cambodia Democratic Republic of Congo East Timor Eritrea El Salvador Ethiopia Haiti Honduras India Kenya Kosovo Laos Liberia Malawi Mozambique Niger North Korea Pakistan Rwanda Serbia Sierra Leone Somalia Sudan Tanzania Uganda	104 East 40th Street, Room 903 New York, NY 10016 Phone: 212-557-8000 Fax: 212-557-8004 Email: infony@concern-ny.org Web site address: www.concernusa.org
Congressional Hunger Center (CHC)	CHC is a bipartisan, nonprofit organization founded by Congressman Tony Hall and former Congressman Bill Emerson in 1993. Its mission is to lead, speak, and act on behalf of the hungry, the poor, and the victims of humanitarian crisis, both domestic and international. The Center accomplishes this mission through leadership development programs to establish a new generation of citizens committed to ending hunger in their communities, their nations, and across the globe. CHC works in partnership with other grassroots organizations to inform policy makers in Washington, DC, about hunger and humanitarian need in America and overseas.	Bangladesh El Salvador Ethiopia Kenya Peru Uganda United States	229 1/2 Pennsylvania Avenue, SE Washington, DC 20003 Phone: 202-547-7022 Fax: 202-547-7575 Email: mzeigler@hungercenter.org Web site address: www.hungercenter.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Cooperative for Assistance and Relief Everywhere (CARE)	CARE International's mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experiences, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by: strengthening capacity for self help; providing economic opportunity; delivering relief in emergencies; influencing policy decisions at all levels; and addressing discrimination in all its forms. Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.	Afghanistan Albania Angola Armenia Azerbaijan Bangladesh Benin Bolivia Bosnia and Herzegovina Bulgaria Burundi Cambodia Cameroon Chad China Comoros Croatia Cuba East Timor Ecuador Egypt El Salvador Eritrea	Ethiopia Georgia Ghana Guatemala Guinea Haiti Honduras India Indonesia Iraq Jordan Kenya Laos Lesotho Macedonia Madagascar Malawi Mali Mozambique Myanmar Namibia Nepal Nicaragua	Niger North Korea Papua New Guinea Peru Philippines Russian Federation Rwanda Sierra Leone Somalia South Africa Sri Lanka Sudan Tajikistan Tanzania Thailand Togo Uganda Vietnam West Bank/Gaza Yemen Yugoslavia Zambia Zimbabwe	151 Ellis Street Atlanta, GA 30303 Phone: 404-681-2552 Fax: 404-577-6271 Email: info@care.org Web site address: www.care.org
Counterpart International, Inc.	Building a just world through service and partnership. - To continue building on our thirty-six years of experience as a leading multi-dimensional organization delivering integrated development programs to individuals, their communities and their nations. - Counterpart helps local communities of societies in transition build their own institutions to manage their own resources for their own social, environmental, economic, health and educational advancement. In so doing,	Armenia Australia Azerbaijan Belarus Belgium Bosnia and Herzegovina Brazil Canada Caribbean Fiji	Georgia Germany Kazakhstan Kiribati Kyrgyzstan Moldova New Zealand Papua New Guinea Philippines Russian Federation Samoa	Senegal Solomon Islands Tajikistan Tonga Turkmenistan Tuvalu Ukraine Uzbekistan Vanuatu Vietnam Zimbabwe	1200 18th Street, NW, Suite 1100 Washington, DC 20036 Phone: 202-296-9676 Fax: 202-296-9679 Email: info@counterpart.org Web site address: www.counterpart.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Counterpart International, Inc. (cont'd)	Counterpart brings local solutions to global problems. - Counterpart is flexible, responsive, agile, and quick off the mark, and brings these qualities to its global multi-dimensional integrated development programs. - Counterpart brings these same qualities to its humanitarian assistance, disaster-response and food security programs where its logistical capability can track a single bottle of medication among a million from a manufacturer in the US or Europe to a remote clinic in Kazakstan. - Counterpart has a demonstrated ease in adapting to diverse cultures - from Polynesians in Samoa and Uzbeks on the Silk Road in Samarkand to Africans in Zimbabwe. - Counterpart has special expertise in island nations and the former Soviet Union.				
Direct Relief International	The mission of Direct Relief International is to provide appropriate ongoing medical assistance to health institutions and projects worldwide which serve the poor and victims of natural and civil disasters, without regard to political affiliation, religious belief, ethnic identity or ability to pay.	Afghanistan Armenia Belize Benin Bolivia Bosnia and Herzegovina Brazil Bulgaria Burundi Cambodia Cameroon Colombia Cote d'Ivoire (Ivory Coast) Cuba Democratic Republic of Congo	Ethiopia Georgia Ghana Grenada Guatemala Guinea Bissau Guyana Haiti Honduras India Iraq Israel Jamaica Kenya Laos Liberia Malawi Marshall Islands	Nigeria Pakistan Peru Philippines Romania Russian Federation Rwanda Sierra Leone South Africa South Korea Sudan Tanzania Thailand Uganda Ukraine United States Uzbekistan Venezuela	27 South La Patera Lane Santa Barbara, CA 93117-3251 Phone: 805-964-4767 Fax: 805-681-4838 Email: info@directrelief.org Web site address: www.directrelief.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Direct Relief International (cont'd)		Dominican Republic Ecuador El Salvador Estonia	Mexico Mozambique Nicaragua	Vietnam Zambia Zimbabwe	
Doctors of the World, Inc.	Doctors of the World, the American affiliate of the French medical relief agency Médecins du Monde, is an international community of health professionals dedicated to providing medical care, technical support and training throughout the world. The organization's fundamental objectives are to offer skilled medical and public health assistance to those in greatest need and, within the framework of health care services, to contribute to the process of peace and reconciliation of conflict. Doctors of the World initiates and manages diverse projects both in the United States and abroad.	Former Yugoslavia Macedonia	Mexico Russian Federation	United States	375 W. Broadway, 4th Floor New York, NY 10012 Phone: 212-226-9890 Fax: 212-226-7026 Email: mail@dowusa.org Web site address: www.doctorsoftheworld.org
Doctors Without Borders/Médecins Sans Frontières USA (MSF)	Doctors Without Borders (known internationally as Médecins Sans Frontières or MSF) was founded in 1971 by a small group of French doctors determined to respond rapidly and effectively to public health emergencies, with complete independence from political, economic or religious powers. An international humanitarian organization, MSF offers assistance to populations in distress, victims of natural or manmade disasters, and victims of armed conflict, without discrimination and irrespective of race, religion, creed or political affiliation. MSF unites direct medical care with a commitment to bearing witness and speaking out against the underlying causes of suffering. Its volunteers protest violations of humanitarian law on behalf of populations who have no voice, and bring the concerns of their patients to public forums, such as the United Nations, governments, and the media.	Afghanistan Albania Algeria Angola Armenia/Nagorno-Karabakh Azerbaijan Bangladesh Belgium Benin Bolivia Bosnia and Herzegovina Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon	Democratic Republic of Congo East Timor Ecuador El Salvador Eritrea Ethiopia France Georgia Guatemala Guinea Haiti Honduras India Indonesia Iran Italy Kazakhstan	Nicaragua Nigeria Pakistan Palestinian Territories Panama Papua New Guinea Peru Philippines Romania Russia Rwanda Sierra Leone Somalia South Africa Spain Sri Lanka Sudan Tajikistan	6 E. 39th St., 8th Fl New York, NY 10016 Phone: 212-679-6800 Fax: 212-679-7016 Email: doctors@newyork.msf.org Web site address: www.doctorswithoutborders.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
MSF (cont'd)		Central African Republic Chad China Colombia Congo (Republic of) Costa Rica Cote d'Ivoire Croatia Cuba Kenya Kyrgyzstan Laos Liberia Luxembourg Madagascar Malawi Mali Mauritania Mozambique Myanmar Tanzania Thailand Turkmenistan Uganda Ukraine Uzbekistan Vietnam Yemen Yugoslavia/Kosovo Zambia Zimbabwe	
End Hunger Network	The End Hunger Network's mission is to work with the entertainment community to create, stimulate and support media projects, programs, and events aimed at ending childhood hunger in the US.	United States	365 Sycamore Road Santa Monica, CA 90402-1121 Phone: 310-454-3716 Fax: 310-454-6207 Web site address: www.endhunger.com
Enersol Associates, Inc.	Enersol, a nonprofit international development organization, uses clean solar energy to improve people's quality of life in rural Latin America while protecting the global environment. Enersol assists rural communities and other nonprofit organizations of the Americas with the application of solar electric technologies to improve health and education, particularly for children. By promoting replicable models for the introduction and dissemination of environmentally sound technologies that draw upon the strength of local institutional and private sector resources, Enersol seeks to contribute to the global transition toward sustainable societies and a prosperous, healthy world for present and future generations.	Dominican Republic Haiti Honduras United States	55 Middlesex Street, Suite 221 Chelmsford, MA 01863 Phone: 978-251-1828 Fax: 978-251-5291 Email: enersol@igc.org Web site address: www.enersol.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Enterprise Development International	Enterprise Development demonstrates God's love by enabling the poor to free themselves from poverty. This mission is accomplished by: offering business training to low-income persons who have the potential and the desire to become self-supporting; providing small loans to poor entrepreneurs who have viable business ideas but need capital; and serving as mentors to clients through personal and professional encouragement.	Bangladesh Egypt Guatemala India Kazakhstan Mexico Nepal Nicaragua Philippines Romania Slovakia Southern Pacific United States	10395 Democracy Lane, Suite B Fairfax, VA 22030 Phone: 703-277-3360 Fax: 703-277-3348 Email: enterprise@endpoverty.org Web site address: www.endpoverty.org
Episcopal Relief and Development (ERD)	ERD is a major response of the Episcopal Church to God's call to serve Christ in all persons, to love our neighbors, and to respect the dignity of every human being. ERD raises, receives, and disburses money and other resources for the relief of human suffering. ERD provides emergency relief in times of disaster; it assists in the rehabilitation of lives, property, and organizations; it initiates and joins in partnership with those who identify and address root causes of suffering; and it supports and extends the social ministry of the church.	Through the Episcopal Church, ERD works in collaboration with the Anglican Communion, a network of Episcopal/Anglican churches around the world. Most of ERD's work is concentrated in developing counties in Africa, Asia and Latin America.	815 Second Avenue New York, NY 10017 Phone: 1-800-334-7626 Fax: 212-983-6377 Email: er-d@er-d.org Web site address: www.er-d.org
Ethiopian Community Development Council (ECDC)	ECDC is a nonprofit, community-based organization. ECDC was established in 1983 by concerned community leaders to respond to the needs of a growing Ethiopian community in the Washington, DC, metropolitan area. While initially concentrating on that community, ECDC has from its inception been serving immigrants and refugees from diverse cultural backgrounds while maintaining a focus on the African community. ECDC's mission is to resettle refugees; promote cultural, educational and	Ethiopia United States	1038 South Highland Street Arlington, VA 22204-4311 Phone: 703-685-0510 Fax: 703-685-0529 Web site address: www.ecdcinternational.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
ECDC (cont'd)	socio-economic development programs in the immigrant and refugee community in the United States; and conduct humanitarian and socio-economic development programs in the Horn of Africa. ECDC provides a wide range of programs at the local, regional and national levels, including economic development, public education and advocacy, refugee resettlement, and culturally and linguistically appropriate social services.		
Floresta USA, Inc.	Floresta, a Christian non-profit organization, reverses deforestation and poverty in the world, by transforming the lives of the rural poor. We plant, we teach, we create enterprise, and we share the gospel.	Dominican Republic Haiti Mexico	4903 Morena Blvd., Suite 1215 San Diego, CA 92117 Phone: 858-274-3718 Fax: 858-274-3728 Email: floresta@xc.org Web site address: www.floresta.org
Food for the Hungry International (FHI)	Motivated by Christ's love, FHI exists to meet both physical and spiritual hungers of the poor. This purpose is met by speaking out to all people about physical and spiritual hungers; sending people to share Christ's love; and facilitating emergency relief and sustainable development. FHI maintains on-going programmes in over 25 countries in Africa, Asia, Latin America and Eastern Europe.	Bangladesh Honduras Peru Bolivia India Philippines Brazil Kenya Romania Cambodia Laos Rwanda China Mongolia Tajikistan Democratic Republic of Congo Mozambique Thailand Dominican Republic Myanmar Uganda Ethiopia Nepal Uzbekistan Guatemala Nicaragua Vietnam	7729 East Greenway Road Scottsdale, AZ 85260 Phone: 800-248-6437 Fax: 480-998-9448 Email: hunger@fh.org Web site address: www.fh.org
Foundation for International Community Assistance, The (FINCA)	FINCA provides financial services to the world's poorest families so they can create their own jobs, raise household incomes and improve their standard of living. We deliver these services through a global network of locally managed, self-supporting institutions.	Armenia Honduras Russia Azerbaijan Kosovo South Africa Ecuador Kyrgyzstan Tanzania El Salvador Malawi Uganda Georgia Mexico United States Guatemala Nicaragua Zambia Haiti Peru	1101 14th Street, NW Washington, DC 20005 Phone: 202-682-1510 Fax: 202-682-1535 Email: info@villagebanking.org Web site address: www.villagebanking.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Freedom from Hunger	Freedom from Hunger brings innovative and sustainable self-help solutions to the fight against chronic hunger and poverty. Together with local partners, we equip families with resources they need to build futures of health, hope and dignity.	Benin Bolivia Burkina Faso Ecuador Ghana Guatemala	Guinea Haiti Honduras India Indonesia Madagascar	Malawi Mali Mauritania Philippines Togo Uganda	1644 DaVinci Court Davis, CA 95616 Phone: 530-758-6200 Fax: 530-758-6241 Email: info@freefromhunger.org Web site address: www.freefromhunger.org
Friends of Liberia (FOL)	FOL's vision is that Liberians achieve a lasting peace, complete the rehabilitation of their nation and establish a stable, functioning and participatory democracy so all Liberians can prosper. FOL is dedicated to assist Liberians in rehabilitating their nation by implementing innovative assistance efforts that are supported by a committed volunteer resource base and grounded in the development concepts of self-empowerment and self-help. We accomplish this mission through the following program areas and understand the need for a flexible approach and willingness to adapt our focus depending on the changing needs of the Liberian people. 1. Strengthen Liberian non-governmental and community-based organizations and establish mechanisms to assist them in carrying out their various functions; 2. Support the peace process and the institutionalization of democratic practices by advocating internationally accepted policies and reforms regarding human rights, civil rights and proper governance; 3. Work to enable the Liberian people to help themselves carry out rehabilitation activities necessitated by the civil war and development projects including, but not limited to, education,	Liberia			4300 16th St. NW Washington, DC 20011 Phone: 202-545-0139 Fax: 202-545-0139 Email: liberia@fol.org Web site address: www.fol.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
FOL (cont'd)	displaced populace issues and women's and children's issues; 4. Preside over an organized advocacy effort on behalf of, and in collaboration with, Liberians to make Americans and the international community aware of Liberia's struggle, and demonstrate its willingness to construct a free and democratic society. We are guided in this effort by a firm belief that Liberians are dedicated to peace and democracy, and are able to recover from a devastating civil war. We are committed to the principles of self-empowerment, and self-help and community-based development. We deeply value leadership development, respect for human rights and volunteerism. We are inclusive in our efforts, broadly reflecting and respecting all Liberians and their cultural uniqueness through open, responsive and collaborative activities designed to achieve maximum impact and bring about positive or constructive change.		
Gifts in Kind International	Gifts In Kind International partners with businesses and non-profits to provide quality products and services that improve lives around the world.	Australia Brazil Canada China Taiwan Colombia Mexico South Africa South Korea	333 N. Fairfax Street Alexandria, Virginia 22314 Phone: 703-836-2121 Fax: 703-549-1481 Web site address: www.giftsinkind.org
Global Health Council	The Global Health Council's mission is to promote better health around the world by assisting all who work for improvement and equity in global health to secure the information and resources they need to work effectively. Toward this end, we will serve our members through our work in advocacy, building alliances, and communicating experiences and best practices.	None	1701 K Street, NW, Suite 600 Washington, DC 20006-1503 Phone: 202-833-5900 Fax: 202-833-0075 Email: ghc@globalhealth.org Web site address: www.globalhealth.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Global Health Council (cont'd)	Each year, all around the world, tens of millions of human beings die needlessly, and hundreds of millions of lives are ravaged by ill health. The world has the resources to greatly reduce this loss and suffering. As we enter the 21st Century, we must realize that when humanity suffers, we ourselves suffer. When it comes to global health, there is no them, only us. The Council is the world's largest membership alliance dedicated to global health, consisting of more than 2,000 individuals and organizations from around the world. These include health care providers and trainers, program managers, policy makers, and advocates; private voluntary organizations, advocacy groups, academic institutions, foundations and technical consulting groups; government and multilateral agencies, foundations, and private corporations. To achieve our mission, the Council brings together the global actors in health around seven key issues which have been identified as critical to improving health and promoting equity: child health and nutrition; reproductive health & maternal health; HIV/AIDS; infectious diseases; disaster & refugee health; emerging global health threats; and health systems. Directing our common efforts politically and practically will dramatically reduce disease and death in all countries.				
Global Links	Global Links is dedicated to recycling surplus medical supplies and equipment for use by healthcare institutions in developing countries. To achieve this mission, Global Links collects batch and single item supplies and equipment that are still valuable but are no longer in demand in the United States due to procedural excess,	Belize Bolivia Cuba Democratic Republic of Congo Dominican Republic El Salvador	Honduras India Jamaica Kenya Liberia Madagascar Malawi	Nigeria Papua New Guinea Paraguay South Africa St. Lucia Swaziland	4809 Penn Ave., Suite 2 Pittsburgh, PA 15224 Phone: 412-361-3424 Fax: 412-361-4950 Email: info@globallinks.org Web site address: www.globallinks.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Global Links (cont'd)	technological change, regulatory requirements, or production coverage, and distributes them to selected healthcare facilities in developing countries. Global Links gives US healthcare providers and suppliers an environmentally and socially responsible alternative to the disposal of medical materials, while simultaneously aiming to ensure that one hundred percent of the medical materials it ships are needed and can be used. Global Links' programs serve healthcare facilities in developing countries, regardless of their religious or political affiliations, which provide medical care to people in need. Global Links continues to identify opportunities to improve its current programs, while striving to expand its efforts by increasing the quantity of medical supplies that are recycled and the number of recipients who can make use of them.	Ethiopia Gabon Ghana Haiti	Mali Mexico Mozambique Nepal Nicaragua	Tanzania Uganda Ukraine Zimbabwe	
Health Volunteers Overseas (HVO)	HVO is dedicated to long-term improvements in the quality and availability of health care in developing countries through training and education programs. HVO programs, staffed by dedicated volunteers, focus on training local health care providers, giving them the knowledge and skills to make a difference in their own communities.	Bangladesh Belize Bhutan Brazil Cambodia El Salvador Ethiopia Guyana	Haiti India Kenya Malawi Moldova Nepal Peru	Philippines South Africa St. Lucia Suriname Tanzania Uganda Vietnam	PO Box 65157 Washington, DC 20035-5157 Phone: 202-296-0928 Fax: 202-296-8018 Email: info@hvousa.org Web site address: www.hvousa.org
Heart to Heart International (H2H)	H2H International is a global humanitarian organization that inspires, empowers and mobilizes the individual to serve the needs of the poor in their community and around the world. H2H accomplishes this mission through partnerships that promote health, alleviate hunger, deliver resources, education and	Albania Argentina Armenia Belarus Belize Bolivia Cambodia Cameroon	Guyana Haiti Honduras India Indonesia Iraq Jamaica Jordan	Peru Philippines Romania Russia Siberia South Africa Sudan Taiwan	World Headquarters 401 S. Clairborne, Suite 302 Olathe, KS 66062 Phone: 913-764-5200 Fax: 913-764-0809 Email: info@hearttoheart.org Web site address: www.hearttoheart.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
H2H (cont'd)	hope, and provide opportunities for meaningful service.	Canada China Croatia Cuba Dominican Republic Ecuador El Salvador Gaza Gambia Georgia (Republic of) Ghana Guatemala	Kazakstan Kenya Kyrgyzstan Liberia Mexico Moldova Montenegro Nepal Nicaragua Nigeria North Korea Papua New Guinea	Tajikistan Tanzania Thailand Turkey Ukraine United States Uzbekistan Vietnam Yemen Zimbabwe	
Hebrew Immigrant Aid Society (HIAS)	HIAS is the international migration arm of the organized American Jewish community. It is dedicated to rescuing persecuted and oppressed people around the world and delivering them to countries of safe haven. HIAS helps tens of thousands of refugees annually reunite with their families and resettle in the United States. It also advocates for fair and just policies affecting refugees and immigrants. Since its founding in 1881, the agency has assisted more than four million people around the world.	Argentina Austria Colombia	Israel Italy Russia	Switzerland United States Ukraine	333 Seventh Avenue New York, NY 10001 Phone: 212-967-4100 Fax: 212-967-4483 Web site address: www.hias.org
Heifer International	Heifer International, working in partnership with others, alleviates hunger, poverty and environmental degradation by helping families to become self-reliant for food and income. Heifer development work provides animals, training and technical assistance to low-income families in 48 countries and 15 states. Heifer provides more than 25 different kinds of food and income-producing animals, as well as intensive training in animal husbandry, community development and environmentally sound, sustainable agricultural methods.	Afghanistan Albania Armenia Bolivia Burkina Faso Cambodia Cameroon Canada China North Korea (Democratic People's Republic of Korea)	Guatemala Haiti Honduras India Indonesia Kenya Kosovo Laos Lithuania Mexico Mongolia Mozambique	Philippines Poland Romania Russia Rwanda Slovakia South Africa Tanzania Thailand Uganda Ukraine United States	World Headquarters P.O. Box 808, 1015 Louisiana Street Little Rock, AR 72203-0808 Phone: 501-907-2600 Fax: 501-907-2602 Web site address: www.heifer.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Heifer International (cont'd)		Dominican Republic Ecuador El Salvador Georgia (Republic of) Ghana Myanmar Nepal Nicaragua Pakistan Peru Vietnam Zambia Zimbabwe	
Helen Keller Worldwide (HKW)	Founded in 1915 with the help of Helen Keller, HKW is the oldest and the leading US nonprofit organization devoted to fighting preventable blindness abroad. In 28 countries throughout Africa, Asia and the Americas, the agency provides the expertise, training, and technical assistance to establish blindness prevention, treatment and rehabilitation programs within existing healthcare systems. HKW's current programs combat cataract, trachoma, nutritional blindness, and onchocerciasis (river blindness). Through ChildSight®, HKW also improves the vision and educational performance of junior high school students living in urban and rural poverty. Since its inception the agency has supported programs in more than 80 countries worldwide.	Bangladesh Bolivia Brazil Burkina Faso Cambodia Cameroon China Cote d'Ivoire (Ivory Coast) Ghana Guatemala Guinea Haiti Honduras India Indonesia Mali Mexico Morocco Mozambique Nepal Niger Nigeria Philippines Poland Sierra Leone South Africa Tanzania Vietnam	352 Park Avenue South, Suite 1200 New York, New York 10010, USA Phone: 1-877-keller/ 212-532-0544 Fax: 212-532-6014 Email: info@hkworld.org Web site address: www.hkworld.org
Holt International Children's Services	Holt International Children's Services is dedicated to carrying out God's plan for every child to have a permanent loving home through family preservation, in-country adoption, and international adoption.	China/Hong Kong Ecuador Guatemala India Mexico Mongolia North Korea Philippines Romania Russia South Korea (Republic of Korea) Thailand United States Vietnam	1195 City View PO Box 2880 Eugene, OR 97402 Phone: 541-687-2202 Fax: 541-683-6175 Email: info@holtinternational.org Web site address: www.holtinternational.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Hunger Project, The	The Hunger Project is a strategic organization and global movement committed to the sustainable end of world hunger. In Africa, Asia and Latin America, we empower local people to create lasting society-wide progress in health, education, nutrition and family incomes. Founded in 1977, The Hunger Project works strategically - discovering, year-by-year, the conditions that hold hunger in place. The Hunger Project then reinvents itself to catalyze a transformation in those conditions. The critical issues that now must be addressed are: strengthening local democracy--local people must have sustainable structures that enable them to exert their responsibility and authority to meet their basic needs, and to ensure the resources to which they are entitled; and a fundamental transformation in gender relations--women need to be able to participate as full and equal partners in the process of development, and gain voice in the decisions that affect their lives.	Bangladesh Benin Bolivia Burkina Faso Ghana	India Malawi Mexico Mozambique	Nigeria Peru Senegal Uganda	15 East 26th Street, #1401 New York, NY 10010 Phone: 212-251-9100 Fax: 212-532-9785 Email: info@thp.org Web site address: www.thp.org
Institute of Cultural Affairs (ICA)	ICA's mission is to promote social innovation through participation and community-building. It achieves this through research, training and demonstration that empower the human factor in the development process. The Institute functions as a federation of nonprofit, nationally autonomous units in 29 nations, including the United States. ICA staff work with partner organizations and program associates to implement projects and provide consulting services in the following areas: civil society development, capacity building, institutional development, training of trainers and facilitators,	Australia Belgium Bosnia and Herzegovina Brazil Canada China Croatia Egypt Ghana	Guatemala India Japan Kenya Malaysia Mexico Nepal Netherlands Nigeria Peru	Philippines South Africa Sri Lanka Taiwan Tajikistan United Kingdom United States Venezuela Zambia Zimbabwe	4220 North 25th Street Phoenix, AZ 85016 Phone: 602-955-4811/ 1-800-742-4032 Fax: 602-954-0563 Email: leadership@ica-usa.org Web site address: www.ica-usa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
ICA (cont'd)	conference design and facilitation, project design and implementation, and program monitoring and evaluation.				
InterAction: American Council for Voluntary International Action (IA)	InterAction is the largest alliance of US-based international development and humanitarian nongovernmental organizations. With more than 160 members operating in over 100 countries, we work to overcome poverty, exclusion and suffering by advancing social justice and basic dignity for all.	United States			1717 Massachusetts Avenue, NW Suite 701 Washington, DC 20036 Phone: 202-667-8227 Fax: 202-667-8236 Email: ia@interaction.org Web site address: www.interaction.org
Interchurch Medical Assistance, Inc. (I.M.A.)	The mission of IMA is to provide essential products and services for emergency, health and development programs of members. These programs serve people in need, without regard to ethnicity, creed, color, gender, national origin, or political affiliation.	Brazil Democratic Republic of Congo Dominican Republic	Haiti Honduras Malawi Nicaragua	Tanzania Venezuela Zimbabwe	College Ave., P.O. Box 429 New Windsor, MD 21776 Phone: 410-635-8720 Fax: 410-635-8726 Email: imainfo@interchurch.org Web site address: www.interchurch.org
International Aid (IA)	IA is a Christian relief and development agency that responds to Biblical Mandates by providing and supporting solutions in health care worldwide. IA is committed to a comprehensive approach to health in developing countries by embracing both preventive and curative care as complementary in improving the health of populations through the provision of training, material resources, and logistical and financial support.				17011 W. Hickory Spring Lake, MI 49456-9712 Phone: 616-846-7490/ 1-800-251-2502 Fax: 616-846-3842 Email: ia@internationalaid.org Web site address: www.internationalaid.org
International Catholic Migration Commission (ICMC)	ICMC serves forcibly uprooted populations, refugees, internally displaced persons, and migrants, through programs focused on three durable solutions: - Return to a home country;	Albania Belgium Bosnia-Herzegovina Colombia Congo (Republic of)	India Indonesia Italy Kosovo Lebanon	Togo Turkey United States of America	1319 F Street, NW, Suite 600 Washington, DC 20004 Phone: 202-393-2904 Fax: 202-393-2908 Email: icmcusa@aol.com Web site address: www.icmc.net

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
ICMC (cont'd)	- Re-integration into one's home country after return (or local integration in foreign countries where displaced communities cannot return home); - Resettlement to another country; We concentrate our work on the most vulnerable amongst the uprooted: female heads of household, the frail and unaccompanied elderly, the traumatized, the disabled, separated children and at-risk minorities, plus women and girls trafficked into the commercial sex industry. ICMC programs promote individual, family and community recovery and reconstruction through trauma education, tolerance building, micro-credit lending, business and skills training, community services, small business development, return assistance, refugee identification and processing, cultural orientation training, and the provision of protection for refugees, returnees, and the internally displaced.	Croatia East Timor Eritrea	Pakistan Sierra Leone Thailand	Yugoslavia (Former Republic of) Zimbabwe	
International Center for Research on Women (ICRW)	To improve the lives of women in poverty, advance women's equality and human rights, and contribute to the broader economic and social well-being. ICRW accomplishes this, in partnership with others, through research, capacity building and advocacy on issues affecting women's economic, health and social status in low and middle income countries.	Albania Bangladesh Bosnia Botswana Brazil Burkina Faso Dominican Republic Ecuador El Salvador France Guatemala	Guinea Honduras India Indonesia Jordan Kenya Malawi Mali Mexico Mongolia Nepal Nigeria	Philippines Poland Russia Senegal Slovak Republic South Africa Sri Lanka Turkey Uganda United Kingdom United States Zambia	1717 Massachusetts Ave., NW Suite 302, Washington, DC 20036 Phone: 202-797-0007 Fax: 202-797-0020 Email: info@icrw.org Web site address: www.icrw.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
International Development Enterprises (IDE)	IDE's mission is to improve the social, economic and environmental conditions of the world's poorest people by identifying and marketing low-cost, income-generating technologies that can be sold at a fair market price to small-scale farmers. By implementing this private enterprise-based economic concept, IDE has successfully increased the annual incomes of millions of farmers and small business men and women in developing countries.	Bangladesh Cambodia China	India Nepal	Vietnam Zambia	10403 West Colfax, Suite 500 Lakewood, Colorado 80215 Phone: 303-232-4336 Fax: 303-232-8346 Email: ide@ideorg.org Web site address: www.ide-international.org
International Executive Service Corps (IESC)	The IESC is a private, voluntary, not-for-profit organization. Our mission is to contribute to global stability by assisting in the development of free-market economies and democratic societies. We provide expertise to strengthen private sector enterprises and government entities to enable self-sufficiency and participation in the worldwide economy. As a consequence, we also strengthen the US economy through trade, investment and alliances between overseas companies and American businesses.	Albania Argentina Armenia Bosnia Botswana Brazil Bulgaria Chile China Colombia Costa Rica Cote d'Ivoire (Ivory Coast) Croatia Czech Republic Ecuador Egypt El Salvador Ghana Honduras	Hungary India Indonesia Jamaica Kazakhstan Kenya Lebanon Macedonia Madagascar Mexico Mongolia Montenegro Mozambique Namibia Nicaragua Panama Paraguay Peru Philippines Poland	Romania Russia Rwanda Senegal Serbia South Africa South Korea Sri Lanka Tanzania Thailand Tunisia Turkey Uganda Ukraine Uruguay Venezuela Vietnam Zambia Zimbabwe	P.O. Box 10005, Stamford Harbor Park 333 Ludlow Street Stamford, CT 06904-2005 Phone: 203-967-6000 Fax: 203-324-2531 Email: iesc@iesc.org Web site address: www.iesc.org
International Eye Foundation (IEF)	The IEF is dedicated to helping people see. - Expanding eye care services for those in need. - Supporting programs targeting avoidable blindness - cataract, trachoma, river blindness and childhood blindness.	Albania Bolivia Bulgaria Cameroon Dominican Republic	Egypt El Salvador Ethiopia Guatemala Honduras	India Malawi Nepal Peru Philippines	7801 Norfolk Avenue, Suite 200 Bethesda, MD 20814 Phone: 301-986-1830 Fax: 301-986-1876 Email: info@iefusa.org Web site address: www.iefusa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
IEF (cont'd)	- Providing affordable ophthalmic supplies, equipment and medicines. - Enhancing financial self-sufficiency of eye care providers to offer quality eye care services.				
International Institute of Rural Reconstruction (IIRR)	IIRR's mission is to: work with the poor and their communities as their partner, enabling them to improve their lives and achieve their full potential; learn and document from our work both practical and innovative solutions to the challenges facing the poor, their communities and the natural environment; share our learning and field-based experience through education, training and communication; and join with partners in global development to promote and achieve equality, justice and peace for all.	Cambodia China Ecuador	Ethiopia India Laos	Kenya Philippines Vietnam	475 Riverside Drive, Room 725 New York, NY 10115-0122 Phone: 212-870-2992 Fax: 212-870-2981 Email: Information@iirr.org Web site address: www.iirr.org
International Medical Corps (IMC)	IMC is a global humanitarian nonprofit organization dedicated to saving lives and relieving suffering through health care training and medical relief programs. Established in 1984 by volunteer United States doctors and nurses, IMC is a private, voluntary, nonpolitical, nonsectarian organization. Its mission is to improve quality of life through health interventions and related activities that build local capacity in areas worldwide where few organizations dare to serve. By offering training and health care to local populations and medical assistance to people at highest risk, and with the flexibility to respond rapidly to emergency situations, IMC rehabilitates devastated health care systems and helps bring them back to self-reliance.	Afghanistan Albania Angola Armenia Azerbaijan Bosnia and Herzegovina Burundi Cambodia Croatia Democratic Republic of Congo East Timor	Eritrea Georgia Honduras Indonesia Kenya Kosovo Macedonia Moldova Mozambique Nagorno-Karabakh Namibia Pakistan Republic of Ingushetia	Rwanda Serbia Sierra Leone Somalia Southern Sudan Thailand Uganda Ukraine Zambia Yugoslavia (Federal Republic of)	11500 West Olympic Boulevard, Suite 506 Los Angeles, CA 90064-1524 Phone: 310-826-7800 Fax: 310-442-6622 Email: imc@imc-la.org Web site address: www.imc-la.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
International Medical Services for Health (INMED)	INMED's mission is to strengthen families and communities, working as a catalyst to improve health and create an environment that enables children to reach their full potential.	Brazil Dominican Republic	Mexico	United States	45449 Severn Way, Suite 161 Sterling, VA 20166-8918 Phone: 703-444-4477 Fax: 703-444-4471 Email: contact@inmed.org Web site address: www.inmed.org
International Orthodox Christian Charities (IOCC)	IOCC was established by the Standing Conference of Canonical Orthodox Bishops in the Americas (SCOBA) as an official humanitarian aid agency of Orthodox Christians to work in cooperation with the Orthodox Churches worldwide. The Mission of IOCC is to respond to the call of our Lord Jesus Christ, to minister to those who are suffering and are in need throughout the world, sharing with them God's gifts of food, shelter, economic self-sufficiency and hope. In carrying out this mission, IOCC assumes the highest professional standards and renders itself fully accountable to the public and its donors. Assistance is provided solely on the basis of need.	Albania Bosnia and Herzegovina Bulgaria Ethiopia Greece	India Jerusalem/West Bank Lebanon Georgia (Republic of) Romania	Russian Federation Turkey United States Yugoslavia (Federal Republic of)	110 West Road, Suite 360 Baltimore, MD 21204 Phone: 410-243-9820 Fax: 410-243-9824 Email: relief@ioccc.org Web site address: www.ioccc.org
International Reading Association	The International Reading Association seeks to promote high levels of literacy for all by improving the reading process and teaching techniques; serving as a clearinghouse for the dissemination of reading research through conferences, journals, and other publications; and actively encouraging the lifetime reading habit.	The International Reading Association does work in 99 countries, mainly through its voluntary Councils and Affiliates. United States			800 Barksdale Road PO Box 8139 Newark, DE 19714-8139 Phone: 302-731-1600 Fax: 302-731-1057 Web site address: www.reading.org
International Relief and Development (IRD)	IRD seeks to reduce the suffering of the world's most vulnerable groups by providing them with the tools and/or resources needed to become self-reliant. IRD's strategic goal is to match our technical and management strength with public and private donor grants and inkind resources in	Albania Armenia Azerbaijan Bosnia and Herzegovina	Croatia Georgia Indonesia	Macedonia Ukraine Yugoslavia	1601 North Kent Street, Suite 100 Arlington, VA 22209 Phone: 703-248-0161 Fax: 202-248-0194 Email: akeys@clark.net Web site address: www.ird-dc.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
IRD (cont'd)	the implementation of cost effective programs for the world's most vulnerable groups, primarily refugee and displaced populations (particularly women, children, and the elderly), as well as other vulnerable groups.				
International Relief Teams (IRT)	IRS is a nonprofit, international relief organization dedicated to organizing volunteer teams to provide medical and non-medical assistance to the victims of disaster and profound poverty worldwide. International Relief Teams: - Links people in need with volunteers who have the skills to meet those needs. - Directs its activities toward providing Disaster Relief, Medical Training, Surgical Outreach, and Public Health. - Makes a difference in the lives of others less fortunate through its unique approach to the delivery of humanitarian aid. Nearly all program, development and administrative functions are performed by teams of volunteers working in coordination with a small headquarters staff. - Incorporates training into its programs whenever possible, so that the technology, skills, and knowledge of its volunteers are imparted to local professionals and institutions.	Armenia Fiji Honduras	Latvia Lithuania Mexico	Romania South Africa	3547 Camino del Rio South, Suite C San Diego, CA 92108 Phone: 619-284-7979 Fax: 619-284-7938 Email: info@irteams.org Web site address: www.irteams.org
International Rescue Committee (IRC)	The IRC provides relief, protection and resettlement services for refugees and victims of oppression or violent conflict. The IRC is committed to freedom, human dignity and self-reliance. This commitment is reflected in well-planned global emergency relief, rehabilitation, resettlement assistance and advocacy for refugees.	Afghanistan Albania Azerbaijan Belgium Bosnia and Herzegovina Burundi Colombia Congo (Republic of)	East Timor Ethiopia Georgia Guinea Indonesia Kenya Kosovo Liberia Macedonia	Sierra Leone Somaliland Spain Sudan Switzerland Tanzania Thailand Uganda United Kingdom	122 East 42nd Street, 12th Floor New York, New York 10168-1289 Phone: 212-551-3000 Fax: 212-551-3179 Email: IRC@theIRC.org Web site address: www.theIRC.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
IRC (cont'd)		Croatia Democratic Republic of Congo Pakistan Russia (Chechnya) Rwanda United States Yugoslavia	
International Voluntary Services, Inc. (IVS)	IVS seeks to build self-sustaining human and institutional capabilities for economic and social development by engaging volunteers both nationally and internationally. IVS volunteers, often at the grassroots level, build the collegial relationships necessary to identify and address community needs in our partner countries while also seeking to promote the values of volunteerism in the evolution of democratic civil societies.	Bangladesh Bolivia Cambodia Ecuador Vietnam	1625 K Street, NW Suite 102 Washington, DC 20006 Phone: 202-387-5533 Fax: 202-387-4291 Email: ivs.inc@erols.com Web site address: www.ivs-inc.org
International Women's Health Coalition (IWHC)	IWHC works to generate health and population policies, programs, and funding that promote and protect the rights and health of girls and women worldwide, particularly in Africa, Asia, Latin America, and countries in post socialist transition.	Brazil Cameroon Chile Nigeria Pakistan Peru Turkey	24 East 21st Street New York, NY 10010 Phone: 212-979-8500 Fax: 212-979-9009 Email: info@iwhc.org Web site address: www.iwhc.org
International Youth Foundation (IYF)	To positively impact the greatest number of young people, in as many places as possible, in the shortest amount of time, with programs that are effective, and sustainable.	Albania Argentina Australia Bangladesh Belgium Bermuda Bosnia and Herzegovina Brazil Bulgaria Canada Cayman Islands China Colombia Czech Republic Iceland India Indonesia Ireland Israel Italy Japan Lithuania Macedonia Mexico Moldova Nepal Netherlands Netherlands Antilles New Zealand Portugal Puerto Rico Romania Russia Singapore Slovakia Slovenia South Africa Spain Sri Lanka Sweden Tanzania Thailand Turkey United Kingdom	32 South Street, Suite 500 Baltimore, MD 21202 Phone: 410-347-1500 Fax: 410-347-1188 Email: youth@iyfnet.org Web site address: www.iyfnet.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
IYF (cont'd)		Denmark Dominican Republic Ecuador Estonia Finland Germany Greece Hungary	Norway Pakistan Palestine Papua New Guinea Paraguay Peru Philippines Poland	United States Uruguay Venezuela Vietnam Yugoslavia (Kosovo, Montenegro, and Serbia)	
Islamic American Relief Agency USA (IARA-USA)	IARA-USA is an American non-profit organization dedicated to empowering the disadvantaged people of the world through emergency relief and participatory development programs based on human dignity, self-reliance and social justice. The objectives of IARA are: to improve the standard of living in various societies by raising productivity; to promote environmental conservation and alternative energy resources in addition to rural development; to cooperate with other organizations working in the same field; and to provide relief. IARA works not only in Africa but also in Eastern Europe, Asia and in the Middle East. Projects include providing health care centers, schools, community education centers, agricultural programs, mobile veterinary clinics and income-generating training centers for women.	Albania/Kosova Bangladesh Bosnia Chad Ethiopia	Jordan Kenya Lebanon Mali	Pakistan Somalia Uganda United States	P.O. Box 7084 Columbia, MO 65205-7084 201 E. Cherry St., Suite D Columbia, MO 65201 Phone: 573-443-0166 Fax: 573-443-5975 Email: iara@iara-usa.org Web site address: www.iara-usa.org
Jesuit Refugee Service/USA (JRS-USA)	JRS has a threefold mission of accompaniment, service and advocacy on behalf of refugees and forcibly displaced persons. With a priority to working wherever the needs of forcibly displaced people are urgent and unattended by others, JRS offers a human and pastoral service to the refugees and displaced people and to the communities which host them through a wide	Angola Argentina Australia Austria Belgium Bolivia Bosnia and Herzegovina	East Timor Egypt Ethiopia France Germany Greece Hungary India	Paraguay Peru Philippines Portugal Romania Rwanda Serbia Singapore	1616 P Street, NW, Suite 300 Washington, DC 20036-1405 Phone: 202-462-0400 Fax: 202-328-9212 Email: jrsusa@jesuit.org Web site address: www.JesRef.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
JRS-USA (cont'd)	variety of rehabilitation and relief activities. JRS advocates the cause of the forcibly displaced and facilitates the response of local churches, Jesuit institutions and other communities and organizations to the needs of refugees.	Brazil Burundi Cambodia Canada Central America Chile Colombia Congo (Republic of) Cote d'Ivoire (Ivory Coast) Croatia Democratic Republic of Congo (DRC) Denmark Dominican Republic	Indonesia Ireland Italy Jamaica Japan Kenya Liberia Luxembourg Macedonia Malawi Malta Mexico Montenegro Namibia Nepal Netherlands Pakistan	Somalia South Africa South Korea Spain Sri Lanka Sudan Sweden Switzerland Tanzania Thailand Uganda United Kingdom United States Uruguay Venezuela Zambia Zimbabwe	
Katalysis Partnership, Inc.	The Katalysis Ethos <i>Our Mission:</i> To help poor families living in persistent poverty to become self-sufficient. We do this out of our commitment to unleash human creative potential and to realize our mutual humanity. <i>Our Values:</i> Partnership: building solidarity based on equitable relationships in all interactions; Sustainability: nurturing human and financial resources to effect our mission; Integrity: manifesting the highest standard of ethical behavior; <i>Accountability:</i> honoring mutual commitments and financial transparency; Social responsibility: making decisions with deep respect for all living systems; Excellence: striving to be the best at what we do.	El Salvador Guatemala	Honduras	Nicaragua	1331 North Commerce Street Stockton, CA 95202 Phone: 209-943-6165 Fax: 209-943-7046 Email: information@katalysis.org Web site address: www.katalysis.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Katalysis Partnership, Inc. (cont'd)	<i>Our Strategy:</i> We collaborate with local partner organizations, providing microcredit and business training to stimulate social and economic development.				
Latter-day Saint Charities (LDSC)	LDSC is a voluntary organization sponsored by The Church of Jesus Christ of Latter-day Saints, regardless of faith or nationality. LDSC provides life-sustaining resources to people in emergencies, helps strengthen families to become self-reliant, and offers opportunities for giving service. Unique in its support structure, LDSC has access to the developed resources of the church, which include food production and processing, grain storage, vocational rehabilitation and employment, donated used clothing and social services. LDSC works both independently and in cooperation with other charitable relief and development organizations (international and indigenous) in meeting the relief and self-reliance needs of deprived populations.	Afghanistan Albania American Samoa Argentina Armenia Australia Azerbaijan Bangladesh Belarus Belize Bolivia Bosnia and Herzegovina Brazil Bulgaria Cambodia Canada Chile China Croatia Czech Republic Democratic Republic of Congo East Timor Ecuador Egypt El Salvador Eritrea Estonia Ethiopia Fiji Georgia Germany	Ghana Grenada Guatemala Guyana Haiti Honduras Hungary India Indonesia Jamaica Japan Jordan Kazakhstan Kenya Kosovo Kyrgyzstan Laos Latvia Lebanon Liberia Lithuania Madagascar Malawi Mexico Moldova Mongolia Mozambique Myanmar Nepal Nicaragua Nigeria North Korea Pakistan	Palestine Paraguay Peru Philippines Poland Romania Russia Saint Lucia Samoa Sierra Leone Slovakia Slovenia South Africa Sri Lanka Sudan Syria Tajikistan Taiwan Thailand Tibet Tonga Trinidad & Tobago Turkey Uganda Ukraine United Kingdom United States Uzbekistan Vanuatu Venezuela Vietnam Zimbabwe	50 East North Temple Street Seventh Floor Salt Lake City, UT 84150-6890 Phone: 801-240-1201 Fax: 801-240-1964 Email: lds-charities@ldschurch.org Web site address: www.interaction.org/members/ldsc.html

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Laubach Literacy International	Laubach Literacy is a nonprofit educational corporation dedicated to helping adults of all ages improve their lives and their communities by learning reading, writing, math and problem-solving skills. Laubach's mission is to enable adults and older youth to acquire the listening, speaking, reading, writing, math and technology skills they need to solve the problems they face in their daily lives, to take advantage of opportunities in their environment, and to participate fully in the transformation of their society. Laubach supports adult literacy instruction through training, technical assistance, materials development and direct grants.	Bangladesh Bolivia Cambodia Chile China Colombia Democratic Republic of Congo Dominican Republic Ecuador Egypt El Salvador Ethiopia	Guatemala Haiti India Indonesia Jordan Kenya Laos Lesotho Liberia Mali Mexico Morocco Namibia	Nepal Nigeria Paraguay Peru Philippines Rwanda South Africa Tanzania Thailand Uganda United States Zambia Zimbabwe	1320 Jamesville Avenue Syracuse, NY 13210 Phone: 315-422-9121 Fax: 315-422-6369 Email: intl@laubach.org Web site address: www.laubach.org
Lutheran World Relief (LWR)	LWR expresses Christian love through actions to alleviate suffering caused by natural disaster, conflict or poverty; through development efforts to enable marginalized people to realize more fully their God-given potential; and through education and advocacy efforts to promote a peaceful, just and sustainable global community.	Bolivia Burkina Faso Colombia Ecuador El Salvador Ethiopia Guatemala Honduras	India Kenya Malawi Mali Nicaragua Niger Peru	Philippines Rwanda Senegal Tanzania Uganda West Bank & Gaza	Headquarters 700 Light Street Baltimore, MD 21230 Phone: 410-230-2800 Fax: 410-230-2882 Email: lwr@lwr.org Web site address: www.lwr.org
Medical Assistance Programs (MAP) International	MAP International promotes the Total Health of People living in the world's poorest communities by partnering in the: Provision of Essential Medicines, Prevention and Eradication of Disease, and the Promotion of Community Health Development. MAP International defines Total Health as the capacity of individuals, families and communities to work together to transform the conditions that promote, in a sustainable way, their physical, emotional, economic, social, environmental, and spiritual well-being.	Afghanistan Angola Argentina Armenia Azerbaijan Bangladesh Belize Bolivia Brazil Burkina Faso Cambodia Cameroon	Egypt El Salvador Ethiopia Ghana Guatemala Guinea Haiti Honduras India Indonesia Iraq Jamaica	Papua New Guinea Paraguay Peru Philippines Georgia (Republic of) Romania Rwanda Senegal Sierra Leone Somalia South Africa	2200 Glynco Parkway P.O. Box 215000 Brunswick, GA 31521-5000 Phone: 912-265-6010 Fax: 912-265-6170 Email: map@map.org Web site address: www.map.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
MAP (cont'd)	MAP International distributes medicines and medical supplies to Christian hospitals, agencies and health care workers in developing nations. It provides emergency medical assistance, assists in health-related community development efforts, and offers grant fellowships for selected senior medical students to work in mission hospitals in the developing world. MAP cooperates with existing Christian missions, national churches and indigenous NGOs to provide the services and programs listed below.	Canada Central African Republic Chad China Colombia Congo (Republic of) Costa Rica Cote d'Ivoire (Ivory Coast) Cuba Democratic Republic of Congo Dominican Republic Ecuador Equatorial Guinea	Kenya Latvia Lebanon Liberia Lithuania Malawi Mali Mauritania Mexico Mongolia Mozambique Nicaragua Niger Nigeria North Korea Pakistan Panama	South Korea St. Lucia Sudan Suriname Swaziland Tanzania Thailand Uganda Ukraine United States Uzbekistan Venezuela Vietnam Yemen Zambia Zimbabwe	
Margaret Sanger Center International (MSCI)	MSCI, the international arm of Planned Parenthood of New York City, is the world's oldest international family planning program. As a continuation of the Margaret Sanger Research Bureau founded in 1923, MSCI carries on the global mission of Planned Parenthood founder Margaret Sanger who believed that improving reproductive health is crucial to bettering the quality of life for all women and their families. MSCI operates on the principle of promoting partnerships with local institutions around the world to help strengthen their capacities in education, clinical services, and advocacy for sexual and reproductive health and rights. Since 1973, MSCI has worked with governmental and nongovernmental organizations in more than 50 countries in Africa, Asia/Pacific, and Latin America/Caribbean.	Jamaica Mongolia	Namibia Papua New Guinea	South Africa Zambia	26 Bleecker Street New York, NY 10012-2413 Phone: 212-274-7200 Fax: 212-274-7299 Email: msci@ppnyc.org Web site address: www.ppnyc.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
MSCI (cont'd)	MSCI's overarching goal is to empower women, men and youth to enjoy healthy sexuality and to fully exercise their sexual and reproductive rights. MSCI's primary objectives include: - Enhancing the effectiveness of individual leaders and organizations in developing countries to promote sexual and reproductive health and rights. - Fostering collaboration and networking to augment the impact of progressive non-governmental organizations and governmental programs and policies. - Sensitizing policymakers, religious institutions, and community leaders to issues of sexual and reproductive health and rights so that they promote favorable policies, programs and conditions worldwide. Working in close collaboration with local sexuality and reproductive health and rights groups, MSCI's main strategies include: - Training youth, teachers, parents, traditional and bio-medical health care providers, community leaders and other sexual and reproductive health educators, and developing tailored technical assistance to improve and advocate for comprehensive sexuality education and reproductive health care programs and policies. - Promoting international exchange of skills, technologies and experiences to enhance the quality of culturally sensitive sexual and reproductive health services at home and abroad, and to foster networking among groups confronted with common challenges.		

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
MSCI (cont'd)	- Advocating at the United Nations and in the U.S. to foster supportive environments and progressive policies on sexual and reproductive health and rights throughout the world and particularly in the regions in which MSCI works.				
Medical Care Development International (MCDI)	The mission of MCDI is to enhance the well being of peoples and communities in developing nations through superior technical assistance in health and socio-economic development. - We will seek to empower families with the knowledge and behavior needed to improve infant and child survival and maternal health and care. - We will develop and disseminate tools, mechanisms and strategies that improve access and management of sustainable levels of health care services. - We will work with a full spectrum of organizations, from grassroots community groups to multi-lateral donor institutions, to enable continuing and progressive improvement in the quantity and quality of care available and affordable to the neediest people on earth, and to seek to enhance their financial ability to benefit from these improvements.	Benin Bolivia Lesotho	Madagascar Mali Mozambique	South Africa Swaziland Zanzibar	1742 R Street, NW Washington, DC 20009 Phone: 202-462-1920 Fax: 202-265-4078 Email: mcdi@mcdi.org Web site address: www.mcdi.org
Mercy Corps	Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Mercy Corps believes humanitarian assistance must meet basic needs while laying the foundation for more democratic and economically strong societies. Our relief and long-term development programs help people build small businesses, grow more food, protect their environment, improve health care, and advocate for their communities.	Afghanistan Albania Azerbaijan Bosnia and Herzegovina Chechnya/Ingushetia (Russian Federation) China Congo (Republic of) Croatia	Guatemala Honduras India Indonesia Kazakhstan Kosovo (Federal Republic of Yugoslavia) Kyrgyzstan Lebanon	North Korea Pakistan Peru Russia Serbia (Federal Republic of Yugoslavia) Tajikistan Turkmenistan United States	3015 SW First Avenue Portland, OR 97201 Phone: 503-796-6800 Fax: 503-796-6844 Email: info@mercy Corps.org Web site address: www.mercy Corps.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Mercy Corps (cont'd)		Democratic Republic of Congo Macedonia Mongolia Eritrea Montenegro Georgia (Republic of) Uzbekistan Venezuela (Federal Republic of Yugoslavia)	
Mercy-USA for Aid and Development, Inc. (M-USA/MUSA)	M-USA's mission is to alleviate human suffering and to support individuals and their communities in their efforts to become more self-sufficient. M-USA's projects focus on improving health and promoting economic and educational growth around the world.	Albania Bangladesh Bosnia and Herzegovina India Kenya Kosovo Lebanon Somalia Turkey	44450 Pinetree Drive, Suite 201 Plymouth, Michigan 48170-3869 Phone: 734-454-0011 Fax: 734-454-0303 Email: mercycusa@mercycusa.org Web site address: www.mercycusa.org
Minnesota International Health Volunteers (MIHV)	MIHV's mission is to improve community health by creating and nurturing primary, self-sustainable health care projects around the world, and to create partnerships for learning among the US and host country volunteers and community members.	Uganda	122 West Franklin Avenue, Suite 210 Minneapolis, MN 55404-2480 Phone: 612-871-3759 Fax: 612-871-8775 Email: ddubois@mihv.org Web site address: www.mihv.org
Mobility International USA (MIUSA)	How would the inclusion of people with disabilities impact the current development paradigm? Change the way nongovernmental organizations conduct trainings? Develop Policy? Design field programs? MIUSA infuses the disability perspective into the international development community. Working for the empowerment, equal opportunities and human rights of people with disabilities around the world, MIUSA provides technical assistance and consultancy to organizations working towards inclusive policy and programming. MIUSA provides organizational assessments; training for headquarters and field staff on disability and inclusive programming; gender planning/	Azerbaijan Bosnia and Herzegovina Brazil Costa Rica Germany Japan Malawi Mexico New Independent States (NIS) Palau Philippines Uganda Vietnam Zambia Zimbabwe	P.O. Box 10767 Eugene, OR 97440 Phone: 541-343-1284 (TTY) Fax: 541-343-6812 Email: development@miusa.org Web site address: www.miusa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
MIUSA (cont'd)	inclusion of women with disabilities; training for trainers; and networking and resource lists of local and international disability NGOs.		
National Council of Negro Women, Inc. (NCNW)	The mission of NCNW is to advance opportunities and the quality of life for African-American women, their families and communities. The International Development Center builds and strengthens partnerships, networks, linkages and exchanges for the enhancement of the quality of life and empowerment of women in the international community with an emphasis on women in the Africa diaspora.	Benin Brazil Egypt Eritrea Ghana Nigeria Senegal South Africa Zimbabwe	633 Pennsylvania Avenue, NW Washington, DC 20004 Phone: 202-737-0120 Fax: 202-737-0476 Web site address: www.ncnw-idc.org
National Peace Corps Association (NPCA)	The NPCA is a national network of Returned Peace Corps Volunteers (RPCVs), former Peace Corps staff, and friends of the Peace Corps community that continues to work for world peace, understanding, and well-being, with an emphasis on bringing the world back home. Our goals are: educate the public about other countries and cultures; support the network of Peace Corps alumni and groups; promote domestic and international community service; advance policies and programs consistent with the Peace Corps experience; ensure the continued success of the Peace Corps; mobilize the Peace Corps community to make a significant contribution toward world peace; and strengthen the NPCA's financial capacity to achieve its mission.	United States	1900 L Street, NW, Suite 205 Washington, DC 20036-5002 Phone: 202-293-7728 Fax: 202-293-7554 Email: npca@rpcv.org Web site address: www.rpcv.org
Near East Foundation (NEF)	NEF is dedicated to helping the rural and urban poor in the Middle East and Africa to build better lives for themselves, their families, and their communities. Working closely with local organizations to address specific needs and to	Egypt Jordan Lebanon Lesotho Mali Morocco Sudan Swaziland West Bank & Gaza	342 Madison Avenue, Suite 1030 New York, NY 10173-1030 Phone: 212-867-0064 Fax: 212-867-0169

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
NEF (cont'd)	create self-sustaining projects, NEF provides a diverse range of technical assistance and customized training related to agriculture, health, literacy, and income-generation.				Email: nef-hq@neareast.org Web site address: www.neareast.org
Northwest Medical Teams	The mission of Northwest Medical Teams is to demonstrate the love of Christ to those in crisis by sending volunteer medical and emergency response teams, distributing humanitarian aid, and providing community development and children's ministry programs.	Brazil Burkina Faso El Salvador Honduras Kazakhstan	Kosovo Macedonia Mexico Moldova Peru	Romania Serbia Ukraine Uzbekistan	P.O. Box 10 Portland, OR 97207 Delivery: 6955 SW Sandburg Street Portland, OR 97223 Phone: 503-624-1000 Fax: 503-624-1001 Email: mail@nwmti.org Web site address: www.nwmedicalteams.org
Operation USA (OpUSA)	OpUSA assists developing communities here and abroad in addressing problems related to natural and manmade disasters and chronic poverty through the creation of sustainable health, nutrition and disaster response programs. We provide essential materials, training, advocacy and financial support for such programs.	Afghanistan Argentina Brazil Cambodia Cuba El Salvador Eritrea	Ethiopia India Latvia Lithuania Mexico Nicaragua Pakistan	Peru Russia Sierra Leone Thailand Turkey Vietnam	8320 Melrose Ave, Suite 200 Los Angeles CA 90069 Phone: 323-658-8876 Fax: 323-653-7846 Email: opusa@opusa.org Web site address: www.opusa.org
Opportunities Industrialization Centers International (OICI)	The mission of OIC International is to improve lives in developing countries through training and sustainable organizational development. OIC International is the global arm of the OIC Movement started in 1964 under the leadership of our late Founder and Chairman, Rev. Dr. Leon H. Sullivan. OIC International currently works with 48 affiliate NGOs in 19 countries.	Cameroon Central African Republic Chad Cote d'Ivoire (Ivory Coast) Ethiopia	Gambia Ghana Guinea Lesotho Liberia Niger Nigeria	Philippines Poland Sierra Leone South Africa Tanzania Togo Zimbabwe	240 West Tulpehocken Street Philadelphia, PA 19144-3295 Phone: 215-842-0220 Fax: 215-849-7033 Email: oici@oicinternational.org Web site address: www.oicinternational.org
Opportunity International-US (OI-US)	Opportunity International's mission is to provide opportunities for people in chronic poverty to transform their lives. Its strategy is to create jobs, stimulate business and strengthen communities among the poor. Its method is to work through indigenous partner agencies that provide small business loans, training and counsel.	Albania Bulgaria Colombia Costa Rica Croatia Dominican Republic Egypt	Honduras India Indonesia Macedonia Malawi Mexico Montenegro	Philippines Poland Romania Russia Serbia Uganda Zambia	P.O. Box 3695 Oakbrook, IL 60522 Phone: 630-645-4100 Fax: 630-645-1458 Email: getinfo@opportunity.org Web site address: www.opportunity.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
OHUS (cont'd)	Opportunity International's commitment is motivated by Jesus Christ's call to serve the poor.	Ghana	Nicaragua Peru	Zimbabwe	
Oxfam America (OXFAM)	Oxfam America is an international agency committed to developing lasting solutions to poverty, hunger, and social injustice. Oxfam America has been implementing anti-poverty programs and supporting advocacy initiatives for more than 30 years. Now working in 26 countries, our goal is to bring about systemic changes to overcome the political, economic, and social policies that exclude half of the world's population from opportunity and political participation. We achieve results by supporting groups in poor communities that are already working successfully toward these goals, as well as through informed advocacy for major policy changes that will improve the lives of poor people around the world.	Bolivia Burkina Faso Cambodia China Cuba Ecuador El Salvador Eritrea Ethiopia	Gambia Guatemala Guinea Bissau Haiti Honduras India Laos Mali Mexico	Mozambique Nicaragua Peru Philippines Senegal United States Vietnam Zimbabwe	National Office 26 West Street Boston, MA 02111 Phone: 617-482-1211 Fax: 617-728-2594 Email: info@oxfamamerica.org Web site address: www.oxfamamerica.org
Pact	Pact's mission is to help build strong communities globally that provide people with an opportunity to earn a dignified living, raise healthy families, and participate in democratic life. Pact achieves this by strengthening the capacity of grassroots organizations, coalitions and networks, and by forging linkages among government, business and the citizen sectors to achieve social, economic and environmental justice.	Angola Brazil Cambodia China Ethiopia	Indonesia Kenya Laos Madagascar Mongolia	Myanmar Nepal Tanzania Zambia Zimbabwe	1200 18th St, N.W., Suite 350 Washington, D.C. 20036 Phone: 202-466-5666 Fax: 202-466-5669 Email: pact@pacthq.org Web site address: www.pactworld.org
Partners for Development (PFD)	PFD's mission is to work with communities - often in remote and/or conflict locations - in activities that develop skills and improve standards of living, and in such a manner that local partners help design, implement, and assess programs to the greatest degree possible. The basic criterion is need, without	Bosnia and Herzegovina Cambodia Nigeria			1320 Fenwick Lane, Suite 406 Silver Spring, MD 20910 Phone: 301-608-0426 Fax: 301-608-0822 Email: pfdinfo@partnersfordevelopment.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
PFD (cont'd)	regard to race, religion, or ethnicity. Core capabilities are in: clean water supply and sanitation; household economic and food security; public health, particularly primary care and child survival; and, if necessary, physical repair of structures damaged by war, conflict, or neglect. In its approach, PFD cooperates with many partners on the international and local levels, including U.N. agencies, international NGOs, multilateral and bilateral donors, as well as local NGOs and governments, citizen and church groups, and the private sector. PFD often employs the participatory rural appraisal (PRA) methodology in community development. PRA ensures that community residents set priorities and develop a community action plan to address problems. PFD also aims to implement programs on a dual track of community and institutional levels, recognizing that community-based successes can be better sustained and replicated to the extent there exist strong institutions.		Web site address: www.partnersfordevelopment.org
Partners in Health (PIH)	Statement of Organizational Purpose PIH is committed to improving health in poor communities. Our goal is to make a "preferential option for the poor in health care" by working with community-based organizations on projects designed to improve the health and well being of people struggling against poverty. Through "pragmatic solidarity" with our partners, our goals are to: - improve the health of the poor and their communities, - foster active community involvement in the planning and implementation of efforts to maintain health and overcome illness,	Cambodia Guatemala Haiti Honduras Mexico Peru Russia US	643 Huntington Avenue, 4th Floor Boston, MA 02115 Phone: 617-432-5256 Fax: 617-432-5300 Email: pih@pih.org Web site address: www.pih.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
PIH (cont'd)	- expose the structures that create vast disparities in access to medical care and, ultimately, join hands with those who seek to change them.				
Partners of the Americas (POA)	Partners' mission is to work together as citizen volunteers from Latin America, the Caribbean, and the United States, to improve the lives of people across the hemisphere. Each of our 60 "partnerships" links a state of the US with a country or region in Latin America or the Caribbean. The partnerships work together on issues as diverse as delivering health services, enhancing local governance, natural resource conservation, safeguarding women's rights, providing training for at-risk youth, promoting conflict prevention, and fostering cultural understanding.	Antigua & Barbuda Argentina Barbados Belize Bolivia Brazil Chile Colombia Costa Rica Dominica	Dominican Republic Ecuador El Salvador Grenada Guatemala Guyana Haiti Honduras Jamaica Mexico	Nicaragua Panama Paraguay Peru St. Kitts & Nevis St. Lucia St. Vincent Trinidad & Tobago United States Uruguay Venezuela	1424 K Street, NW, Suite 700 Washington, DC 20005 Phone: 202-628-3300 Fax: 202-628-3306 Email: info@partners.net Web site address: www.partners.net
Pathfinder International	Pathfinder International believes that reproductive health is a basic human right. When parents can choose the timing of pregnancies and the size of their families, women's lives are improved and children grow up healthier. Pathfinder International provides women, men, and adolescents throughout the developing world with access to quality family planning information and services. Pathfinder works to halt the spread of HIV/AIDS, to provide care to women suffering from the complications of unsafe abortion, and to advocate for sound reproductive health policies in the US and abroad.	Azerbaijan Bangladesh Bolivia Botswana Brazil Colombia Dominican Republic Ecuador Egypt	Ethiopia Ghana Haiti India Indonesia Jamaica Jordan Kenya Mexico Mozambique	Nigeria Peru South Africa Tanzania Thailand Togo Uganda Vietnam Zambia	9 Galen Street, Suite 217 Watertown, MA 02472 Phone: 617-924-7200 Fax: 617-924-3833 Email: information@pathfind.org Web site address: www.pathfind.org
Pearl S. Buck International (PSBI)	Our vision is that of a world where children live with hope. In order to achieve that vision, PSBI aims to achieve the following mission: PSBI works with families and partnership institutions	China India Philippines	South Korea Taiwan Thailand	United States Vietnam	520 Dublin Road Perkasie, PA 18944-3000 Phone: 215-249-0100 Fax: 215-249-9657

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
PSBI (cont'd)	to improve the quality of life, and expand opportunities for children and families in need, principally in Asia. We define quality as the right and opportunity to acquire identity and self-worth, health care, education, and livelihood preparation. We carry out our mission by building the capacity of the families, or local agencies, to provide services directly, and by promoting worldwide understanding and appreciation of different cultures. The children PSBI serves are: - ethnic/racial minorities; - disabled, including those affected by HIV/AIDS; - orphans and those who need a new family; - refugees, displaced or stateless. PSBI recognizes that female children within these groups are especially vulnerable and merit particular support and attention.		Email: info@pearl-s-buck.org Web site address: www.pearlsbuck.org
Physicians for Human Rights (PHR)	PHR promotes health by protecting human rights. PHR shared the 1997 Nobel Peace Prize for its work as a founding member of the International Campaign to Ban Landmines.	USA	100 Boylston Street, Suite 702 Boston, MA 02116 Phone: 617-695-0041 Fax: 617-695-0307 Email: phrusa@phrusa.org Web site address: www.phrusa.org
Physicians for Peace (PFP)	PFP mission is: To further the cause of world peace and international goodwill by providing quality medical care to those in need. To recruit volunteer teams of health care providers and provide the leadership and resources to enable them to work effectively throughout the world. To teach new skills to health care professionals and provide training and PFP-sponsored international medical seminars.	Bahrain Belize Brazil Bhutan China Costa Rica Cuba Czech Republic Dominican Republic Egypt Eritrea Estonia Greece Guatemala Haiti Honduras Israel Jordan Kazakhstan Kuwait Liberia Lithuania Moldova Nepal Nicaragua Panama Philippines Romania Syria West Bank/Gaza Yemen	229 W. Bute St., Suite 900 Norfolk, VA 23510 Phone: 757-625-7569 Fax: 757-625-7680 Email: admin@physiciansforpeace.org Web site address: www.physiciansforpeace.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
PFP (cont'd)	To obtain and distribute contributions of medical supplies and equipment.				
Planning Assistance (PA)	P A , working with governmental , nongovernmental, and other donor agencies in developing countries provides technical and managerial assistance for improved decision making and program implementation. We address immediate problems, coordinating and facilitating the participation of a wide range of individuals representing the various perspectives necessary for achieving sustainable results. Through workshops and other group process methods, we develop specific long-term operational plans, management tools, and related materials necessary for successful programs. Our work improves planning techniques and builds skills, thereby contributing to the better management of resources, the collaboration required for equitable development, and the promotion of self-determination.	Cambodia Dominican Republic Ethiopia Guinea	Honduras Mali Mauritania Nicaragua	Niger Peru Sierra Leone	1832 Jefferson Place, NW Washington, DC 20036 Phone: 202-466-3290 Fax: 202-466-3293 Email: planasst@igc.apc.org Web site address: www.interaction.org/members/ pa.html
Points of Light Foundation (POLF)	The Foundation's mission is to engage more people more effectively in volunteer service to help solve serious social problems. The Foundation works in partnership with a national network of Volunteer Centers, the nation's primary local leadership and resource organization for volunteering.	Argentina Bolivia Brazil Chile	Colombia Czech Republic Ecuador	Germany India Italy	1400 I Street, NW Suite 800 Washington, DC 20005 Phone: 202-729-8000 Fax: 202-729-8103 Email: volnet@aol.com Web site address: www.pointsoflight.org
Population Action International (PAI)	PAI is an independent policy advocacy group working to strengthen public awareness and political and financial support worldwide for population programs grounded in individual rights. At the heart of PAI's mission is its commitment to advance universal access to	France Germany Ghana Italy	Japan Mali Mexico	Netherlands Spain United Kingdom	1300 19th Street, NW, Second Floor Washington, DC 20036 Phone: 202-557-3400 Fax: 202-728-4177 Email: pai@popact.org Web site address: www.populationaction.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
PAI (cont'd)	family planning and related health services, and to educational and economic opportunities, especially for girls and women. Together, these strategies promise to improve the lives of individual women and their families, while also slowing the world's population growth and helping preserve the environment.				
Population Communication	Population Communication conveys population messages to national leaders, and actively explores solutions to the population problem. Population Communication develops television and motion picture screenplays with family planning and population themes, informs doctors about the latest contraceptive techniques and obtains support for population stabilization policies from heads of government. Population Communication also develops child survival projects, studies the link between population and the environment, and promotes programs that improve the status of women. Population Communication supports immigration reform.	Bangladesh Brazil Egypt India	Indonesia Mexico Nigeria	Pakistan Philippines Thailand	1250 E. Walnut Street, Suite 220 Pasadena, CA 91106 Phone: 626-793-4750 Fax: 626-793-4791 Email: popcomm@aol.com
Presbyterian Disaster Assistance and Hunger Program	Presbyterian Disaster Assistance and Hunger Program are two organizationally specific programs existing as part of the Worldwide Ministries of the Presbyterian Church (USA) whose mission is: To empower the church, in each place, to share transforming power with all people through partnership and mutuality with the worldwide body of Christ.	Grant support extends to over 80 nations. Below are the countries where we maintain ongoing support of partners active in disaster response, refugee assistance, and community based development: Afghanistan Albania Bangladesh Bahamas Belgium Bolivia Bosnia Brazil Cambodia Cameroon			100 Witherspoon Street Louisville, KY 40202 Phone: 502-569-5827 Fax: 502-569-8963 Web site address: www.pcusa.org
		El Salvador Eritrea Ethiopia Ghana Guatemala Haiti Honduras Hungary India Indonesia	Mozambique Myanmar Nepal Nicaragua North Korea Pakistan Palestine Peru Philippines Poland		

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Presbyterian Disaster Assistance and Hunger Program (cont'd)		Chile China Colombia Democratic Republic of Congo Croatia Cuba Czech Republic Dominican Republic East Timor Egypt	Iraq Ireland Israel Jamaica Japan Kenya Kosovo Lesotho Lebanon Madagascar Malawi Mexico	Romania Russian Federation Rwanda Sierra Leone South Africa South Korea Sudan Thailand Venezuela Vietnam Zambia Zimbabwe	
Project Concern International (PCI)	Motivated by our concern for the world's vulnerable children, families and communities, PCI's mission is to provide access to health resources, prevent disease and promote development through dynamic partnerships that build local capacity in efficient and measurable ways.	Bolivia El Salvador Ghana Guatemala	India Indonesia Mexico Nicaragua	Romania United States Zambia	3550 Afton Road San Diego, CA 92123 USA Phone: 858-279-9690 Fax: 858-694-0294 Email: postmaster@projectconcern.org Web site address: www.projectconcern.org
Project HOPE, The People-to-People Health Foundation, Inc. (HOPE)	It is Project HOPE's mission to achieve sustainable advances in health care around the world by implementing health education programs, conducting health policy research, and providing humanitarian assistance in areas of need; thereby contributing to human dignity, promoting international understanding, and enhancing social and economic development. The essence of Project HOPE is teaching; the basis is partnership.	Azerbaijan Bosnia China (Shanghai and Beijing) Dominican Republic Ecuador Egypt Georgia Guatemala	Haiti Honduras Hungary Indonesia Kazakhstan Kyrgyzstan Macedonia Malawi Mexico Mozambique	Nicaragua Peru Poland Russia Tajikistan Thailand Turkey Turkmenistan Ukraine Uzbekistan	255 Carter Hall Lane Millwood, VA 22646 Phone: 540-837-2100 Fax: 540-837-9053 Email: lmancuso@projecthope.org Web site address: www.projecthope.org
Quixote Center/Quest for Peace	A gathering of people who work and pray with laughter to reach for the stars that seem too distant to be touched, or too dim to be worth the effort. We try to be friends with people in need, and to celebrate life with people who believe that the struggle to follow Jesus in building a world more justly loving is worth the gift of our lives.	Nicaragua			P.O. Box 5206 Hyattsville, MD 20782 Phone: 301-699-0042 Fax: 301-864-2182 Email: quixote@quixote.org Web site address: www.quixote.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Refugees International (RI)	RI, a Washington-based advocacy organization is an independent voice for humanitarian action on behalf of the least known and most vulnerable victims of war, famine and disaster. Founded in response to the forced repatriation of tens of thousands of Indochinese refugees in 1979, RI is a nongovernmental organization serving refugees, internally displaced persons, and other dispossessed people around the world. RI accepts no government or UN funds and, thus, we rely on the support of concerned individuals, foundations, and corporations. On-site field assessment missions are the heart of RI's work. RI field representatives assess the situation and recommend concrete actions to protect people and save lives. We distribute our brief, timely reports to policy and opinion makers worldwide to mobilize help for the victims and follow up with public, private, and media advocacy.	East and West Africa Southeast Asia Central Asia The Balkans	1705 N Street, NW Washington, DC 20036 Phone: 202-828-0110 Fax: 202-828-0819 Email: ri@refintl.org Web site address: www.refugeesinternational.org
RELIEF International	Relief International is an emergency relief, rehabilitation and development agency providing multi- and cross-sectoral program services and essential material resources to assist victims of natural and manmade disasters worldwide. Relief International's objectives and mission include: - serving as a bridge between short-term relief and long-term development through the utilization of a holistic and integrated approach and through the promotion of self-reliance and community involvement; - addressing, at the grassroots level, the health, food, shelter, sanitation, income generation, education, and other needs of the most needy	Azerbaijan Kosovo Vietnam Chechnya Nicaragua	11965 Venice Boulevard, Suite 405 Los Angeles, CA 90066 Phone: 310-572-7770 Fax: 310-572-7790 Email: rihq@ri.org Web site address: www.ri.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
RI (cont'd)	and vulnerable, particularly women, children, and the elderly as well as focusing on international cases that do not receive due attention; - promoting participation of beneficiaries by utilizing community resources at every stage of program assessment, design, and implementation; - upholding of the highest professional norms in program delivery, including technical standards and codes of conduct, to ensure the preservation of dignity and respect of those served; and, - protection of lives from physical injury, psychological trauma, and death.				
RESULTS	Begun in 1980, the purpose of RESULTS is to create the political will to end hunger and the worst aspects of poverty, and to heal the break between people and government. Against the background of silent indifference toward our elected officials, the voices of committed citizens can make an enormous difference. Working with its international RESULTS partners in Australia, Canada, Germany, Japan, Mexico and the UK, RESULTS has had a widespread impact in creating the political will to end hunger and poverty by beginning a movement for the health and well-being of children everywhere.	Australia Canada	Germany Japan	United Kingdom United States	440 First Street N.W., Suite 450 Washington, DC 20001 Phone: 202-783-7100 Fax: 202-783-2818 Email: results@action.org Web site address: www.resultsusa.org
Salvation Army World Service Office, The (SAWSO)	To support and strengthen the Salvation Army's efforts to work hand in hand with communities to improve the health, economics, and spiritual conditions of the poor throughout the world. The SAWSO provides financial and technical assistance to the international Salvation Army in support its work in a variety of programs including education, health services, relief and disaster services, and community development.	Angola Argentina Bangladesh Brazil Congo (Republic of) Democratic Republic of Congo Ecuador El Salvador Georgia	Ghana Honduras Indonesia India Kenya Liberia Malawi Mexico Mozambique Nigeria	Pakistan Paraguay Philippines Russia Rwanda South Africa Tanzania Uganda Zambia Zimbabwe	615 Slaters Lane P.O. Box 269 Alexandria, VA 22313 Phone: 703-684-5528 Fax: 703-684-5536 Email: SAWSO@ USN.salvationarmy.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
SAWSO (cont'd)	It also assists the Salvation Army in developing community-based initiatives that address the underlying causes of poverty in developing countries.		
Save the Children (SC/US)	SC/US works to make lasting, positive change in the lives of children in the United States and around the world. SC/US programs encompass certain essential principles: programs are child-centered, women-focused, participatory, and empowering. Programs aim at community empowerment and institutional development, working with disadvantaged groups as they identify problems and solutions. SC/US works in 18 states across the United States as well as in over 40 other countries in the developing world to help children and families improve their health, education and economic opportunities. SC/US also mobilizes rapid life-saving assistance for children and families caught in the tragedies of natural and manmade disasters. The four major areas of program focus are "Every Mother/Every Child" (large-scale health, education, food securing and economic opportunities programs), "Children in Emergencies and Conflict" (humanitarian response, children in crisis and HIV/AIDS), Community solutions through sponsorship, and reaching "America's Forgotten Children" (health, education and mobilization of resources to bridge the opportunity gap).	Afghanistan Albania Angola Armenia Azerbaijan Bangladesh Bhutan Bolivia Bosnia Burkina Faso Dominican Republic East Timor Egypt El Salvador Ethiopia Georgia Guatemala Guinea Haiti Honduras Indonesia Israel Jordan Kosovo Lebanon Malawi Mali Mexico Montenegro Morocco Mozambique Myanmar Nepal Nicaragua Pakistan Peru Philippines Somaliland Sudan Tajikistan Thailand Uganda United States Vietnam West Bank/Gaza	54 Wilton Road Westport, CT 06880 USA Phone: 203-221-4000 Fax: 203-227-5667 Email: info@savechildren.org Web site address: www.savethechildren.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Service and Development Agency, Inc. (SADA)	SADA, the international humanitarian relief and development agency of the African Methodist Episcopal Church, is committed to helping people help themselves, providing essential assistance to those in need through health, education and micro-enterprise programs; because we are our brother's keeper.	Haiti South Africa	1134 11th Street, NW Washington, DC 20001 Phone: 202-371-8722 Fax: 202-371-0981 Email: tynewell@aol.com Web site address: www.ame-sada.com
SHARE Foundation, Building a New El Salvador Today (SHARE)	The SHARE Foundation: Building a New El Salvador serves and supports the empowering of poor and historically marginalized Salvadoran communities in their struggle to meet their immediate needs, as well as building sustainable long-term solutions to the problems of poverty, underdevelopment, and social injustice. SHARE brings together diverse bases of support in the religious, peace and social justice communities in the United States, in a united effort to support the building of a new El Salvador.	El Salvador	598 Bosworth St. #1 San Francisco, CA, 94131 Phone: 415-239-2595 Fax: 415-239-0785 Email: sharesf@share-elsalvador.org Web site address: www.share-elsalvador.org
Sierra Club	Explore, enjoy, and protect the wild places of the earth. Practice and promote the responsible use of the earth's ecosystems and resources. Educate and enlist humanity to protect and restore the quality of the natural and human environment. Use all lawful means to carry out these objectives.	Canada	85 2nd Street, 2nd Floor San Francisco, CA 94105-3441 Phone: 415-977-5500 Fax: 415-977-5799 Email: information@sierraclub.org Web site address: www.sierraclub.org
Solar Cookers International (SCI)	The mission of SCI is to assist communities to use the power of the sun to cook food and pasteurize water for the benefit of people and environments.	Ethiopia Tanzania Zimbabwe Kenya	1919 21st Street, Suite 101 Sacramento, CA 95814 Phone: 916-455-4499 Fax: 916-455-4498 Email: info@solarcookers.org Web site address: www.solarcooking.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
Southeast Asia Resource Action Center (SEARAC)	SEARAC is a national advocacy organization working to advance the interests of Cambodians, Laotian and Vietnamese Americans through leadership development, capacity building, and community empowerment.	United States			1628 16th Street, NW Washington, DC 20009-3099 Phone: 202-667-4690 Fax: 202-667-6449 Email: searac@searac.org Web site address: www.searac.org
Stop Hunger Now, Inc. (SHN)	To provide the maximum amount of food and life-saving aid to the maximum number of the world's most poor and hungry in the most rapid, efficient, and cost effective manner.	Afganistan Albania Algeria Angola Armenia Azerbaijan Bangladesh Belize Bosnia Cambodia Chechnya Chile Cote d'Ivoire (Ivory Coast) Cuba El Salvador	Eritrea Ethiopia Georgia Haiti Herzegovina Honduras India Iraq Israel Kazakstan Kenya Liberia Malaysia Mexico Mongolia Mozambique	Nicaragua Nigeria North Korea Paraguay Philippines Russia Sierra Leone Somalia Sudan Syria Turkey Ukraine Venezuela Vietnam Yugoslavia Zaire	2501 Clark Avenue, Suite 301 Raleigh, NC 27607-7213 Phone: 919-839-0689/ 1-888-501-8440 Fax: 919-839-8971 Email: stophungernow1@hotmail.com Web site address: www.stophungernow.org
Synergos Institute, The	The Synergos Institute is a nonprofit organization based in New York that works with local partners around the world to fight poverty. Together, we build the local human, financial and social capital needed to create sustainable solutions to poverty.	Brazil Ecuador Indonesia	Mexico Mozambique Philippines	South Africa Thailand Zimbabwe	6 East 69th Street New York, NY 10021 Phone: 212-517-4900 Fax: 212-517-4815 Email: synergos@synergos.org Web site address: www.synergos.org
Trickle Up Program, The	The mission of the Trickle Up Program is to help the lowest income people worldwide take the first step up out of poverty by providing conditional seed capital and business training essential for the launch of a microenterprise. This proven social and economic empowerment model is implemented in partnership with local agencies.	Bangladesh Benin Bolivia Burkina Faso Cambodia China Dominican Republic	Haiti Honduras India Indonesia Kenya Liberia Malawi Mali	Niger Pakistan Peru Philippines Rwanda Sierra Leone South Africa Tanzania	121 West 27th Street, Suite 504 New York, NY 10001 Phone: 212-255-9980/ 1-866-246-9980 Fax: 212-255-9974 Email: info@trickleup.org Web site address: www.trickleup.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
IEF (cont'd)	- Providing affordable ophthalmic supplies, equipment and medicines. - Enhancing financial self-sufficiency of eye care providers to offer quality eye care services.				
International Institute of Rural Reconstruction (IIRR)	IIRR's mission is to: work with the poor and their communities as their partner, enabling them to improve their lives and achieve their full potential; learn and document from our work both practical and innovative solutions to the challenges facing the poor, their communities and the natural environment; share our learning and field-based experience through education, training and communication; and join with partners in global development to promote and achieve equality, justice and peace for all.	Cambodia China Ecuador	Ethiopia India Laos	Kenya Philippines Vietnam	475 Riverside Drive, Room 725 New York, NY 10115-0122 Phone: 212-870-2992 Fax: 212-870-2981 Email: Information@iirr.org Web site address: www.iirr.org
International Medical Corps (IMC)	IMC is a global humanitarian nonprofit organization dedicated to saving lives and relieving suffering through health care training and medical relief programs. Established in 1984 by volunteer United States doctors and nurses, IMC is a private, voluntary, nonpolitical, nonsectarian organization. Its mission is to improve quality of life through health interventions and related activities that build local capacity in areas worldwide where few organizations dare to serve. By offering training and health care to local populations and medical assistance to people at highest risk, and with the flexibility to respond rapidly to emergency situations, IMC rehabilitates devastated health care systems and helps bring them back to self-reliance.	Afghanistan Albania Angola Armenia Azerbaijan Bosnia and Herzegovina Burundi Cambodia Croatia Democratic Republic of Congo East Timor	Eritrea Georgia Honduras Indonesia Kenya Kosovo Macedonia Moldova Mozambique Nagorno-Karabakh Namibia Pakistan Republic of Ingushetia	Rwanda Serbia Sierra Leone Somalia Southern Sudan Thailand Uganda Ukraine Zambia Yugoslavia (Federal Republic of)	11500 West Olympic Boulevard, Suite 506 Los Angeles, CA 90064-1524 Phone: 310-826-7800 Fax: 310-442-6622 Email: imc@imc-la.org Web site address: www.imc-la.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
UMCOR (cont'd)		Ecuador Egypt Eritrea Ethiopia Nepal Nicaragua Nigeria Pakistan Uruguay Venezuela West Bank & Gaza	
United States Association for the United Nations High Commissioner for Refugees (USA for UNHCR)	Established by concerned American citizens, USA for UNHCR builds support in the United States for the humanitarian work of UNHCR and its partners. Our mission is to raise the consciousness of Americans about the work and accomplishments of the United Nations High Commissioner for Refugees (UNHCR) through education and advocacy. We want to give individual Americans, frustrated by the growing refugee crisis and their own inability to do something to help, a way to put action behind their words. In addition to educating Americans about the needs and circumstances of refugees worldwide and to advocating on behalf of those who are forced to flee in fear for their lives and their liberty, USA for UNHCR also raises private funds to support UNHCR efforts. UNHCR is responsible for protecting over 22 million people worldwide, including refugees, internally displaced people and former refugees who are returning to their homes. As the largest international humanitarian organization, UNHCR and its 500+ partners provide food, water, shelter, medical and other types of assistance to refugees worldwide. UNHCR operates in 120 countries. When governments are unable or unwilling to protect their own citizens, UNHCR helps refugees find safety and the means to begin a normal life again.	USA for UNHCR provides support to UNHCR field operations worldwide. UNHCR has operations in the following countries: Afghanistan Albania Algeria Angola Argentina Armenia Australia Austria Azerbaijan Bahamas Bangladesh Barbados Belarus Belgium Belize Benin Bolivia Bosnia and Herzegovina Botswana Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Canada Cape Verde Central African Republic France Gabon Gambia Georgia Germany Ghana Greece Grenada Guatemala Guinea Guinea Bissau Guyana Haiti Honduras Hungary Iceland Ireland India Indonesia Iran (Islamic Republic of) Iraq Israel Italy Jamaica Japan Jordan Kazakhstan Kenya Kosovo Nepal Netherlands New Zealand Nicaragua Niger Nigeria Norway Pakistan Panama Paraguay Peru Philippines Poland Portugal Romania Russia Rwanda Saudi Arabia Senegal Sierra Leone Slovakia Slovenia Somalia South Africa South Korea Spain Sri Lanka Sudan Suriname Swaziland	1775 K St. NW, Suite 290 Washington, DC 20006 Phone: 202-296-1115 Fax: 202-296-1081 Email: info@usaforunhcr.org Web site address: www.usaforunhcr.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
USA for UNHCR (cont'd)		Chad Chile China Colombia Comoros Congo (Republic of) Costa Rica Cote d'Ivoire (Ivory Coast) Croatia Cuba Cyprus Czech Republic Democratic Republic of Congo Denmark Dominican Republic Ecuador Egypt El Salvador Eritrea Estonia Ethiopia Finland Kuwait Kyrgyzstan Laos Latvia Lebanon Liberia Libya Liechtenstein Lithuania Luxembourg Macedonia (Former Yugoslav Republic) Madagascar Malawi Malaysia Mali Malta Mauritania Mexico Moldova Mongolia Morocco Mozambique Myanmar Namibia Sweden Switzerland Syria Tajikistan Tanzania Thailand Togo Trinidad & Tobago Tunisia Turkey Turkmenistan Uganda UK Ukraine United Arab Emirates United States Uruguay Uzbekistan Venezuela Vietnam Yemen Yugoslavia (Federal Republic of) Zambia Zimbabwe	
United Way International (UWI)	UWI is an umbrella and technical support organization that provides training and technical assistance to existing United Way organizations outside the United States and assists in launching new ones. The United Way movement is a worldwide network of volunteer-driven, citizen-based community organizations. It is a self-sustaining, voluntary system that:	Not Available	701 North Fairfax Street Third Floor Alexandria, VA 22314-2045 Phone: 703-519-0092 Fax: 703-519-0097 Web site address: www.unitedway.org/uwi

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
UWI (cont'd)	- mobilizes local leaders from all sectors of society who work together to identify local human needs and social problems; - develops local financial and volunteer sources; and - funds and supports organizations that address human care needs and improve the quality of community life.		
US Fund for UNICEF	The US Fund for UNICEF works for the survival, protection and development of children worldwide through education, advocacy and fundraising. Created in 1947, it is the oldest of 37 national committees around the world that support UNICEF's mission. UNICEF, the United Nations Children's Fund, provides health care, clean water, improved nutrition, and education to millions of children in Africa, Asia, Central and Eastern Europe, Latin America, and the Middle East.	*Does not include some island nations or territories. Afghanistan Albania Algeria Angola Antigua & Barbuda Argentina Armenia Azerbaijan Bangladesh Barbados Belarus Belize Benin Bhutan Bolivia Bosnia and Herzegovina Botswana Brazil Bulgaria Burkina Faso Burundi Cambodia Cameroon Cape Verde Central African Republic Fiji Gabon Gambia Georgia Ghana Grenada Guatemala Guinea Guinea-Bissau Guyana Haiti Honduras Hungary India Indonesia Iran Iraq Jamaica Jordan Kazakhstan Kenya Kiribati Kyrgyzstan Laos (Lao People's Democratic Republic) Latvia Pakistan Palau Panama Papua New Guinea Paraguay Peru Philippines Poland Romania Russian Federation Rwanda Samoa Sao Tome & Principe Senegal Seychelles Sierra Leone Slovakia Solomon Islands Somalia South Africa Sri Lanka St. Kitts & Nevis St. Lucia St. Vincent St. Vincent and the Grenadines Sudan	333 East 38th Street New York, NY 10016 Phone: 212-686-5522 Fax: 212-779-1679 Email: information@unicefusa.org Web site address: www.unicefusa.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
US Fund for UNICEF (cont'd)		Chad	Lebanon	Suriname	
		Chile	Lesotho	Swaziland	
		China	Liberia	Syria	
		Colombia	Lithuania	Tajikistan	
		Comoros	Macedonia	Tanzania	
		Congo	Madagascar	Thailand	
		(Republic of)	Malawi	Togo	
		Cook Islands	Malaysia	Tokelau	
		Costa Rica	Maldives	Tonga	
		Cote d'Ivoire (Ivory Coast)	Mali	Trinidad & Tobago	
		Croatia	Marshall Islands	Tunisia	
		Cuba	Mauritania	Turkey	
		Czech Republic	Mauritius	Turkmenistan	
		Democratic Republic of Congo	Mexico	Turks and Caicos Islands	
		Djibouti	Micronesia	Tuvalu	
		Dominica	Moldova (Republic of)	Uganda	
		Dominican Republic	Mongolia	Ukraine	
		Ecuador	Montserrat	Uruguay	
		Egypt	Morocco	Uzbekistan	
		El Salvador	Mozambique	Vanuatu	
		Equatorial Guinea	Myanmar	Venezuela	
		Eritrea	Namibia	Vietnam	
		Estonia	Nepal	Virgin Islands	
		Ethiopia	Nicaragua	West Bank & Gaza	
			Niger	Yemen	
			Nigeria	Zambia	
			North Korea	Zimbabwe	
			Oman		
Volunteers in Technical Assistance (VITA)	For over four decades VITA has empowered the poor in developing countries by providing access to information and knowledge, strengthening local institutions and introducing improved technologies. Its particular focus is on support to entrepreneurs in the private, public and community sectors and on facilitating	Guinea	Moldova	Ukraine	1600 Wilson Blvd, Suite 710 Arlington, VA 22209 USA Phone: 703-276-1800 Fax: 703-243-1865 Email: vita@vita.org Web site address: www.vita.org
		Mali	Morocco		

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
VITA (cont'd)	connectivity and technical information exchange between and among individuals and organizations.		
Winrock International (WI)	WI is a nonprofit organization that works with people around the world to increase economic opportunity, sustain natural resources, and protect the environment. Winrock matches innovative approaches in agriculture, natural resources management, clean energy, and leadership development with the unique needs of its partners. By linking local individuals and communities with new ideas and technology, Winrock is increasing long-term productivity, equity, and responsible resource management to benefit the poor and disadvantaged of the world.	Armenia Azerbaijan Bangladesh Belize Benin Bolivia Botswana Brazil Burkina Faso Cambodia Cameroon Canada Central African Republic Chad China Colombia Congo (Republic of) Cote d'Ivoire (Ivory Coast) Dominican Republic Egypt El Salvador Ethiopia Georgia Ghana Guatemala Guinea Haiti Honduras India Indonesia Kazakhstan Kenya Korea Krgyz Republic Mali Mexico Moldova Nepal Nicaragua Nigeria Peru Philippines Russia Senegal South Africa Sri Lanka Taiwan Tajikistan Tanzania Thailand Turkmenistan Uganda Ukraine United States Uzbekistan	38 Winrock Drive Morrilton, Arkansas 72110-9370 Phone: 501-727-5435 Fax: 501-727-5417 Email: communications@winrock.org Web site address: www.winrock.org
Women's EDGE: The Coalition for Women's Economic Development & Global Equality, Inc.	Women's EDGE is a coalition of individuals and nonprofit organizations from around the world working to increase US assistance to women and girls in developing countries and to ensure that complex international trade agreements do not harm people living in poor developing countries. Some of Women's EDGE member organizations include CARE, the Christian Children's Fund, Save the Children and Oxfam America.	United States	1825 Connecticut Ave., NW, Suite 800 Washington, DC 20009 Phone: 202-884-8396 Fax: 202-884-8366 Email: edge@womensedge.org Web site address: www.womensedge.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
World Concern	World Concern works in the areas of relief, rehabilitation and development to help the recipients in developing countries achieve self-sufficiency, economic independence, physical health and spiritual peace through integrated community development.	Afghanistan Bangladesh Bolivia Cambodia China (Tibet) Ethiopia Georgia Haiti	Honduras Kenya Laos Mongolia Myanmar Nepal North Korea Peru	Rwanda Somalia Tanzania Thailand Uganda Ukraine Uzbekistan Vietnam	19303 Fremont Avenue North Box 33000 Seattle, WA 98133 Phone: 206-546-7310 Fax: 206-546-7269 Email: nsl@crista.org Web site address: www.worldconcern.org
World Education (WEI)	WEI is a tax-exempt nonprofit organization dedicated to improving the lives of the poor through economic and social development programs. We provide training and technical assistance in non-formal education for adults and children, with special emphasis on income generation, small enterprise development, literacy, education for the workplace, environmental education, reproductive health, maternal and child health, HIV/AIDS education, and refugee orientation. Projects are designed to contribute to individual growth, as well as community and national development.	Albania Benin Cambodia Egypt El Salvador Georgia Guinea	Honduras India Indonesia Laos Mali Namibia Nepal	Nicaragua Philippines Russia Senegal South Africa Uganda USA	44 Farnsworth Street Boston, MA 02210-1211 Phone: 617-482-9485 Fax: 617-482-0617 Web site address: www.worlded.org
World Learning	To enable participants to develop the knowledge, skills, and attitudes needed to contribute effectively to international understanding and global development.	Albania Angola Argentina Armenia Australia Belize Benin Bolivia Bosnia Botswana Brazil Bulgaria Cambodia	Germany Ghana Greece Guatemala Haiti Honduras Hungary India Indonesia Ireland Israel Jamaica Jordan	Namibia Nepal New Zealand Nicaragua Oman Pakistan Panama Paraguay Poland Romania Russia Samoa Senegal	1015 15th Street, NW, Suite 750 Washington DC 20005 Phone: 202-408-5420 Fax: 202-408-5397 Email: pidt@worldlearning.org Web site address: www.worldlearning.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)					
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES			CONTACT INFORMATION
World Learning (cont'd)		Cameroon Chile China Cote d'Ivoire (Ivory Coast) Croatia Czech Republic Ecuador Egypt El Salvador Eritrea Ethiopia France	Kenya Kosovo Laos Latvia Lithuania Macedonia Madagascar Malawi Mali Mexico Mongolia Morocco	Slovakia South Africa Spain Switzerland Tanzania The Netherlands Tibet Uganda Uruguay West Bank & Gaza Yemen Zimbabwe	
World Relief Corporation (WRC)	The mission of World Relief, as commissioned by the National Association of Evangelicals, is to work with the church in alleviating human suffering worldwide in the name of Christ.	Albania Armenia Bangladesh Burkina Faso Cambodia Caribbean Democratic Republic of Congo El Salvador	Haiti Honduras India Kenya Liberia Malawi Mexico Mongolia Mozambique	Nicaragua Pacific Peru Rwanda Sierra Leone South Africa Sudan Turkey	PO Box 868 Baltimore, MD 21202 7 East Baltimore Street Baltimore, MD 21203 Phone: 443-451-1900 Fax: 443-451-1955 Email: worldrelief@wr.org Web site address: www.worldrelief.org
World Resources Institute (WRI)	The WRI's mission is to move human society to live in ways that protect earth's environment and its capacity to provide for the needs and aspirations of current and future generations.WRI's goals are to: - Protect the ecosystems upon which human well-being depends. - Reduce the use of materials and generation of wastes in the production of goods and services that improve people's lives. - Guarantee all people's access to environmental information and decisions regarding natural resources and the environment.	Brazil Bulgaria Cambodia Cameroon Canada Central African Republic China Colombia Congo (Republic of) Costa Rica	Ecuador Gabon Ghana Guatemala Guyana Hungary India Indonesia Japan Kenya Mali Netherlands	Panama Peru Philippines Russian Federation South Africa Sweden Tanzania Thailand Uganda Venezuela Vietnam	10 G Street NE Washington DC, 20002 Phone: 202-729-7600 Fax: 202-729-7600 Email: lauralee@wri.org Web site address: www.wri.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
WRI (cont'd)	- Safeguard earth's climate from further harm due to greenhouse gas emissions and help people adapt to unavoidable climate change.		
World Vision (United States) (WVUS)	World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God.	Albania Armenia Australia Austria Azerbaijan Bangladesh Bolivia Bosnia and Herzegovina Brazil Burundi Cambodia Canada Chad Chile China (Peoples Republic of) Colombia Costa Rica Cyprus Democratic Republic of Congo Dominican Republic Ethiopia El Salvador Equador Finland Georgia Germany Ghana Guatemala Haiti Honduras India Indonesia Ireland Japan Jerusalem - West Bank - Gaza Kenya Lebanon Lesotho Liberia Malawi Malaysia Mali Mauritania Mexico Mongolia Mozambique Myanmar Netherlands New Zealand Nicaragua Niger North Korea Papua New Guinea Peru Philippines Romania Russia Rwanda Senegal Sierra Leone Singapore Solomon Islands Somalia South Africa South Korea Sri Lanka Sudan Swaziland Switzerland Taiwan Tanzania Thailand Uganda United Kingdom United States Venezuela Vietnam Yugoslavia Zambia Zimbabwe	34834 Weyerhaeuser Way South Federal Way, WA 98063 Phone: 253-815-1000 Fax: 253-815-3142 Email: jdoe@worldvision.org Web site address: www.worldvision.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Young Men's Christian Association of the USA (YMCA)	The YMCA of the USA strengthens and cooperates with world YMCA movements through institutional development assistance, leadership training, and cooperation in program development. The YMCA of the USA supports and promotes youth development programs focused on civic education and youth leadership, employment, adolescent reproductive health, computer technology, violence prevention, and sports and recreation. The YMCA of the USA strives to increase international involvement by American YMCAs through development education activities focused on increased participation in international programs and exchanges, and through the development of YMCA to YMCA relationships.	Angola Antigua & Barbuda Argentina Armenia Australia Austria Bangladesh Belarus Belgium Belize Benin Bolivia Brazil Bulgaria Burundi Cameroon Chile China Colombia Costa Rica Cote d'Ivoire (Ivory Coast) Cyprus Denmark Dominican Republic Ecuador Egypt El Salvador Estonia Ethiopia Fiji Finland France Gambia Germany Ghana Greece Guatemala Guyana Haiti Honduras India Indonesia Ireland Israel Italy Jamaica Japan Jordan Lithuania Madagascar Malaysia Mauritius Mexico Myanmar Namibia Nepal Netherlands New Zealand Nicaragua Nigeria Norway Pakistan Panama Papua New Guinea Paraguay Peru Philippines Poland Portugal Romania Russian Federation Rwanda Sao Tome & Principe Senegal Sierra Leone Singapore Slovak Republic South Africa Spain Sri Lanka Sudan Suriname Sweden Switzerland Taiwan Tanzania Thailand Togo Trinidad & Tobago Ukraine United Kingdom Uruguay Venezuela West Bank & Gaza	101 North Wacker Drive Chicago, Illinois, USA Phone: 312-977-0031 Fax: 312-977-0884 Email: selma.zaidi@ymca.net Web site address: www.ymca.net

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

NONGOVERNMENTAL ORGANIZATIONS ASSOCIATED WITH INTERACTION (cont'd)			
NONGOVERNMENTAL ORGANIZATION	MISSION	COUNTRIES	CONTACT INFORMATION
Zero Population Growth (ZPG)	ZPG encourages a balance of population, resources and the environment, both in the US and worldwide through education and advocacy. ZPG's objective is to produce and disseminate materials and information which educate and encourage private citizens and public agencies to work together to bring a proper balance to population, resources and the environment, both in the US and worldwide. ZPG stresses limiting population growth, improving infant and child survival rates, narrowing the gap between the rich and poor, and conserving and protecting the finite resources the global population shares. ZPG participates in coalitions to influence governmental policies on the international, national, state and local levels; conducts research, interprets and applies the research of others, distributes publications on population, social and environmental problems; engages in teacher training and public education, produces educational materials; and works extensively with the media.	United States	1400 16th St. NW, Ste. 320 Washington, D.C. 20036 Phone: 202-332-2200 Fax: 202-332-2302 Email: info@zpg.org Web site address: www.zpg.org

Figure B-A-1. Nongovernmental Organizations Associated with InterAction (cont'd)

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ANNEX B TO APPENDIX B

NONGOVERNMENTAL ORGANIZATIONS BY COUNTRY

Afghanistan

Academy for Educational Development
 Action Against Hunger (USA)
 Aga Khan Foundation U.S.A.
 Air Serv International
 American Friends Service Committee
 American Jewish World Service
 American Red Cross International Services
 America's Development Foundation
 Catholic Relief Services
 Church World Service
 CONCERN Worldwide US Inc.
 CARE
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Heifer International
 International Medical Corps
 International Rescue Committee
 Latter-day Saint Charities
 MAP International
 Mercy Corps
 Operation USA
 Presbyterian Disaster Assistance and Hunger
 Program
 Save the Children
 Stop Hunger Now, Inc.
 US Association for the UNHCR
 US Fund for UNICEF
 World Concern

Albania

Academy for Educational Development
 ACDI/VOCA
 ADRA
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American ORT
 American Red Cross International Services

Ananda Marga Universal Relief Team
 Catholic Relief Services
 Childreach/Plan
 Christian Children's Fund
 CARE
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Heart to Heart International
 Heifer International
 International Catholic Migration Commission
 International Center for Research on Women
 International Executive Service Corps
 International Eye Foundation
 International Medical Corps
 International Orthodox Christian Charities
 International Relief and Development
 International Rescue Committee
 International Youth Foundation
 Islamic American Relief Agency USA
 Latter-day Saint Charities
 Mercy Corps
 Mercy-USA for Aid and Development, Inc.
 Opportunity International-U.S.
 Presbyterian Disaster Assistance and Hunger
 Program
 Save the Children
 Stop Hunger Now, Inc.
 US Association for the UNHCR
 US Fund for UNICEF
 World Education
 World Learning
 World Relief Corporation
 World Vision (United States)

Algeria

Academy for Educational Development
 American Jewish Joint Distribution Committee
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Stop Hunger Now, Inc.

United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF

American Samoa

Latter-day Saint Charities

Angola

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Africare
American Friends Service Committee
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Christian Children's Fund
Church World Service
CONCERN Worldwide US Inc.
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
International Medical Corps
Jesuit Refugee Service/USA
MAP International
Pact
Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Antigua & Barbuda

Baptist World Alliance/Baptist World Aid
Partners of the Americas
US Fund for UNICEF
YMCA of the USA

Argentina

ACCION International
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Church World Service
Heart to Heart International
Hebrew Immigrant Aid Society
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
Operation USA
Partners of the Americas
Points of Light Foundation
Salvation Army World Service Office, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Armenia

Academy for Educational Development
ACDI/VOCA
Action Against Hunger (USA)
ADRA
American Jewish World Service
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Church World Service
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA

FINCA
Heart to Heart International
Heifer International
International Executive Service Corps
International Medical Corps
International Relief and Development
International Relief Teams
Latter-day Saint Charities
MAP International
Save the Children
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Learning
World Relief Corporation
World Vision (United States)
YMCA of the USA

Australia

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Gifts In Kind International
Institute of Cultural Affairs
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
RESULTS
US Association for the UNHCR
World Learning
World Vision (United States)
YMCA of the USA

Austria

Academy for Educational Development
ADRA

American Jewish Joint Distribution Committee
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
Hebrew Immigrant Aid Society
Jesuit Refugee Service/USA
US Association for the UNHCR
World Vision (United States)
YMCA of the USA

Azerbaijan

Academy for Educational Development
ACDI/VOCA
Action Against Hunger (USA)
ADRA
American Jewish Joint Distribution Committee
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Church World Service
Citizens Democracy Corps
CARE
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
International Medical Corps
International Relief and Development
International Rescue Committee
Latter-day Saint Charities
MAP International
Mercy Corps
Mobility International USA
Pathfinder International
Project HOPE
RELIEF International
Save the Children
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Vision (United States)

Bahamas

Academy for Educational Development
Baptist World Alliance/Baptist World Aid
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR

Bahrain

Academy for Educational Development
Physicians For Peace

The Balkans

Refugees International

Bangladesh

Academy for Educational Development
ADRA
Advocacy Institute
Aga Khan Foundation U.S.A.
American Jewish World Service
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Child Health Foundation
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
Congressional Hunger Center
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
Health Volunteers Overseas
Helen Keller Worldwide
Hunger Project, The
International Center for Research on Women
International Development Enterprises
International Voluntary Services, Inc.
International Youth Foundation

Islamic American Relief Agency USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Mercy-USA for Aid and Development, Inc.
Pathfinder International
Population Communication
Presbyterian Disaster Assistance and Hunger
Program
Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.
Trickle Up Program, The
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Relief Corporation
World Vision (United States)
YMCA of the USA

Barbados

Academy for Educational Development
Baptist World Alliance/Baptist World Aid
Church World Service
Partners of the Americas
US Association for the UNHCR
US Fund for UNICEF

Belarus

Academy for Educational Development
ACDI/VOCA
ADRA
American Jewish Joint Distribution Committee
American ORT
Baptist World Alliance/Baptist World Aid
Christian Children's Fund
Church World Service
Citizens Network for Foreign Affairs, The
Counterpart International, Inc.
Heart to Heart International
Latter-day Saint Charities
US Association for the UNHCR

US Fund for UNICEF
YMCA of the USA

Belgium

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Institute of Cultural Affairs
International Catholic Migration Commission
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR
YMCA of the USA

Belize

Academy for Educational Development
American Jewish World Service
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Direct Relief International
Global Links
Health Volunteers Overseas
Heart to Heart International
Latter-day Saint Charities
MAP International
Partners of the Americas
Physicians For Peace
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Learning
YMCA of the USA

Benin

Academy for Educational Development
ACCION International
Africare
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
Hunger Project, The
Medical Care Development International
National Council of Negro Women, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
YMCA of the USA

Bermuda

Baptist World Alliance/Baptist World Aid
International Youth Foundation

Bhutan

Academy for Educational Development
Health Volunteers Overseas
Physicians For Peace
Save the Children
US Fund for UNICEF

Bolivia

Academy for Educational Development
ACCION International

ACDI/VOCA
Action Against Hunger (USA)
ADRA
American Jewish Joint Distribution Committee
American Red Cross International Services
Amigos de las Americas
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population Activities, The
Childreach/Plan
Christian Children's Fund
Church World Service
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans Frontières USA
Food for the Hungry
Freedom from Hunger
Global Links
Heart to Heart International
Heifer International
Helen Keller Worldwide
Hunger Project, The
International Eye Foundation
International Voluntary Services, Inc.
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Medical Care Development International
Oxfam America
Partners of the Americas
Pathfinder International
Points of Light Foundation
Presbyterian Disaster Assistance and Hunger Program
Project Concern International
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF

Winrock International
World Concern
World Learning
World Vision (United States)
YMCA of the USA

Bosnia

Academy for Educational Development
Aid to Artisans
American Jewish World Service
American ORT
International Center for Research on Women
International Executive Service Corps
Islamic American Relief Agency USA
Presbyterian Disaster Assistance and Hunger Program
Project HOPE
Save the Children
World Learning

Bosnia and Herzegovina

Action Against Hunger (USA)
ADRA
Advocacy Institute
American Friends Service Committee
American Jewish Joint Distribution Committee
American Red Cross International Services
American Refugee Committee
America's Development Foundation
Catholic Relief Services
Church World Service
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans Frontières USA
Institute of Cultural Affairs
International Catholic Migration Commission
International Medical Corps
International Orthodox Christian Charities
International Relief and Development
International Rescue Committee
International Youth Foundation

Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Mercy Corps
 Mercy-USA for Aid and Development, Inc.
 Mobility International USA
 Partners for Development
 Stop Hunger Now, Inc.
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 World Vision (United States)

Botswana

Academy for Educational Development
 Baptist World Alliance/Baptist World Aid
 Catholic Medical Mission Board
 Church World Service
 International Center for Research on Women
 International Executive Service Corps
 Pathfinder International
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Learning

Brazil

Academy for Educational Development
 ACCION International
 ACDI/VOCA
 ADRA
 Amazon Conservation Team
 American Friends Service Committee
 American Jewish Joint Distribution Committee
 American ORT
 Amigos de las Americas
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Catholic Relief Services
 Childreach/Plan
 Christian Children's Fund
 Church World Service
 Counterpart International, Inc.

Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Food for the Hungry
 Gifts In Kind International
 Health Volunteers Overseas
 Helen Keller Worldwide
 Institute of Cultural Affairs
 Interchurch Medical Assistance, Inc.
 International Center for Research on Women
 International Executive Service Corps
 International Medical Services for Health
 International Women's Health Coalition
 International Youth Foundation
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 MAP International
 Mobility International USA
 National Council of Negro Women, Inc.
 Northwest Medical Teams
 Operation USA
 Pact
 Partners of the Americas
 Pathfinder International
 Physicians For Peace
 Points of Light Foundation
 Population Communication
 Presbyterian Disaster Assistance and Hunger
 Program
 Salvation Army World Service Office, The
 Synergos Institute, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Learning
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Bulgaria

Academy for Educational Development
 ACDI/VOCA
 ADRA

American Jewish Joint Distribution Committee
American ORT
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Citizens Democracy Corps
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
International Executive Service Corps
International Eye Foundation
International Orthodox Christian Charities
International Youth Foundation
Latter-day Saint Charities
Opportunity International-U.S.
US Association for the UNHCR
US Fund for UNICEF
World Learning
World Resources Institute
YMCA of the USA

Burkina Faso

Academy for Educational Development
ADRA
Africare
America's Development Foundation
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
Church World Service
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
Heifer International
Helen Keller Worldwide
Hunger Project, The
International Center for Research on Women
Lutheran World Relief
MAP International

Northwest Medical Teams
Oxfam America
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Relief Corporation

Burma (Myanmar)

Academy for Educational Development
Action Against Hunger (USA)
ADRA
American Jewish Joint Distribution Committee
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heifer International
Latter-day Saint Charities
Pact
Presbyterian Disaster Assistance and Hunger
Program
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Vision (United States)
YMCA of the USA

Burundi

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Africare
Baptist World Alliance/Baptist World Aid
Catholic Relief Services

Church World Service
 CONCERN Worldwide US Inc.
 CARE
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 International Medical Corps
 International Rescue Committee
 Jesuit Refugee Service/USA
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 World Vision (United States)
 YMCA of the USA

Cambodia

Academy for Educational Development
 Action Against Hunger (USA)
 ADRA
 Aid to Artisans
 American Friends Service Committee
 American Jewish World Service
 American Red Cross International Services
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Centre for Development and Population
 Activities, The
 Christian Reformed World Relief Committee
 Church World Service
 CONCERN Worldwide US Inc.
 CARE
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Food for the Hungry
 Health Volunteers Overseas
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 International Development Enterprises
 International Institute of Rural Reconstruction
 International Medical Corps
 International Voluntary Services, Inc.
 Jesuit Refugee Service/USA

Latter-day Saint Charities
 Laubach Literacy International
 MAP International
 Operation USA
 Oxfam America
 Pact
 Partners for Development
 Partners In Health
 Planning Assistance
 Presbyterian Disaster Assistance and Hunger
 Program
 Stop Hunger Now, Inc.
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern
 World Education
 World Learning
 World Relief Corporation
 World Resources Institute
 World Vision (United States)

Cameroon

Academy for Educational Development
 Action Against Hunger (USA)
 ADRA
 American Jewish World Service
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Childreach/Plan
 CARE
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 International Eye Foundation
 International Women's Health Coalition
 MAP International
 Opportunities Industrialization Centers
 International

Presbyterian Disaster Assistance and Hunger Program

US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Learning
World Resources Institute
YMCA of the USA

Canada

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Christian Reformed World Relief Committee
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans Frontières USA
Gifts In Kind International
Heart to Heart International
Heifer International
Institute of Cultural Affairs
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
RESULTS
Sierra Club
US Association for the UNHCR
Winrock International
World Resources Institute
World Vision (United States)

Cape Verde

ACDI/VOCA
ADRA
Centre for Development and Population Activities, The
US Association for the UNHCR
US Fund for UNICEF

Caribbean

Counterpart International, Inc.
World Relief Corporation

Cayman Islands

International Youth Foundation

Central African Republic

Academy for Educational Development
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Doctors Without Borders/Médecins Sans Frontières USA
MAP International
Opportunities Industrialization Centers International
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Resources Institute

Central America

Jesuit Refugee Service/USA

Central Asia

Citizens Democracy Corps
Refugees International

Chad

Academy for Educational Development
Action Against Hunger (USA)
Africare
Catholic Relief Services
Centre for Development and Population Activities, The
CARE
Doctors Without Borders/Médecins Sans Frontières USA

Islamic American Relief Agency USA
 MAP International
 Opportunities Industrialization Centers
 International
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Vision (United States)

Chechnya

Action Against Hunger (USA)
 International Rescue Committee
 Mercy Corps
 RELIEF International
 Stop Hunger Now, Inc.

Chechnya/Ingushetia (Russian Federation)

Mercy Corps

Chile

Academy for Educational Development
 ADRA
 American Jewish Joint Distribution Committee
 American ORT
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Children International Headquarters
 Church World Service
 International Executive Service Corps
 International Women's Health Coalition
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 Partners of the Americas
 Points of Light Foundation
 Presbyterian Disaster Assistance and Hunger
 Program
 Stop Hunger Now, Inc.
 US Association for the UNHCR
 US Fund for UNICEF
 World Learning

World Vision (United States)
 YMCA of the USA

China

Academy for Educational Development
 ADRA
 Advocacy Institute
 Childreach/Plan
 Church World Service
 CARE
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Food for the Hungry
 Gifts In Kind International
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 Holt International Children's Services
 Institute of Cultural Affairs
 International Development Enterprises
 International Executive Service Corps
 International Institute of Rural Reconstruction
 International Youth Foundation
 Latter-day Saint Charities
 Laubach Literacy International
 MAP International
 Mercy Corps
 Oxfam America
 Pact
 Pearl S. Buck International
 Physicians For Peace
 Presbyterian Disaster Assistance and Hunger
 Program
 Project HOPE (Shanghai and Beijing)
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern (Tibet)
 World Learning
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Colombia

Academy for Educational Development
 ACCION International
 Action Against Hunger (USA)
 ADRA
 Amazon Conservation Team
 American Friends Service Committee
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American Red Cross International Services
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Childreach/Plan
 Children International Headquarters
 Christian Children's Fund
 Church World Service
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Gifts In Kind International
 Hebrew Immigrant Aid Society
 International Catholic Migration Commission
 International Executive Service Corps
 International Rescue Committee
 International Youth Foundation
 Jesuit Refugee Service/USA
 Laubach Literacy International
 Lutheran World Relief
 MAP International
 Opportunity International-U.S.
 Partners of the Americas
 Pathfinder International
 Points of Light Foundation
 Presbyterian Disaster Assistance and Hunger
 Program
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Comoros

CARE
 US Association for the UNHCR
 US Fund for UNICEF

Congo (Republic of)

Academy for Educational Development
 Action Against Hunger (USA)
 ADRA
 Air Serv International
 American Red Cross International Services
 America's Development Foundation
 Ananda Marga Universal Relief Team
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Church World Service
 CONCERN Worldwide US Inc.
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Food for the Hungry
 Global Links
 Interchurch Medical Assistance, Inc.
 International Catholic Migration Commission
 International Medical Corps
 International Rescue Committee
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 MAP International
 Mercy Corps
 Presbyterian Disaster Assistance and Hunger
 Program
 Salvation Army World Service Office, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Relief Corporation
 World Resources Institute
 World Vision (United States)

Cook Islands

Academy for Educational Development
US Fund for UNICEF

Costa Rica

Academy for Educational Development
Amazon Conservation Team
Amigos de las Americas
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
International Executive Service Corps
MAP International
Mobility International USA
Opportunity International-U.S.
Partners of the Americas
Physicians For Peace
US Association for the UNHCR
US Fund for UNICEF
World Resources Institute
World Vision (United States)
YMCA of the USA

Cote d'Ivoire (Ivory Coast)

Academy for Educational Development
ADRA
Air Serv International
America's Development Foundation
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Helen Keller Worldwide
International Executive Service Corps
Jesuit Refugee Service/USA
MAP International
Opportunities Industrialization Centers
International
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF

Winrock International
World Learning
YMCA of the USA

Croatia

Academy for Educational Development
ADRA
Advocacy Institute
American Jewish Joint Distribution Committee
American Refugee Committee
America's Development Foundation
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
Citizens Democracy Corps
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Heart to Heart International
Institute of Cultural Affairs
International Catholic Migration Commission
International Executive Service Corps
International Medical Corps
International Relief and Development
International Rescue Committee
Jesuit Refugee Service/USA
Latter-day Saint Charities
Mercy Corps
Opportunity International-U.S.
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR
US Fund for UNICEF
World Learning

Cuba

Academy for Educational Development
ADRA
American Friends Service Committee
American Jewish Joint Distribution Committee
American ORT
American Red Cross International Services

B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Church World Service
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Global Links
Heart to Heart International
MAP International
Operation USA
Oxfam America
Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF

Cyprus

Academy for Educational Development
Church World Service
US Association for the UNHCR
World Vision (United States)
YMCA of the USA

Czech Republic

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
International Executive Service Corps
International Youth Foundation
Latter-day Saint Charities
Physicians For Peace
Points of Light Foundation
Presbyterian Disaster Assistance and Hunger
Program

US Association for the UNHCR
US Fund for UNICEF
World Learning

Democratic Republic of Congo

Action Against Hunger (USA)
ADRA
Air Serv International
American Red Cross International Services
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
CONCERN Worldwide US Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Global Links
Interchurch Medical Assistance, Inc.
International Medical Corps
International Rescue Committee
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Mercy Corps
Presbyterian Disaster Assistance and Hunger
Program
Salvation Army World Service Office, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Relief Corporation
World Vision (United States)

Denmark

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid

Doctors Without Borders/Médecins Sans
Frontières USA
International Youth Foundation
Jesuit Refugee Service/USA
US Association for the UNHCR
YMCA of the USA

Djibouti

Academy for Educational Development
US Association for the UNHCR
US Fund for UNICEF

Dominica

Academy for Educational Development
ADRA
American Jewish World Service
American Red Cross International Services
Amigos de las Americas
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Childreach/Plan
Children International Headquarters
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
Direct Relief International
Enersol Associates, Inc.
Floresta USA, Inc
Food for the Hungry
Global Links
Heart to Heart International
Heifer International
Interchurch Medical Assistance, Inc.
International Center for Research on Women
International Eye Foundation
International Medical Services for Health
International Youth Foundation
Jesuit Refugee Service/USA
Laubach Literacy International
MAP International
Opportunity International-U.S.

Partners of the Americas
Pathfinder International
Physicians For Peace
Planning Assistance
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Vision (United States)
YMCA of the USA

Dominican Republic

Academy for Educational Development
ADRA
American Jewish World Service
American Red Cross International Services
Amigos de las Americas
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Childreach/Plan
Children International Headquarters
Christian Reformed World Relief Committee
Church World Service
Direct Relief International
Enersol Associates, Inc.
Floresta USA, Inc
Food for the Hungry
Global Links
Heart to Heart International
Heifer International
Interchurch Medical Assistance, Inc.
International Center for Research on Women
International Eye Foundation
International Medical Services for Health
International Youth Foundation
Jesuit Refugee Service/USA
Laubach Literacy International

MAP International
Opportunity International-U.S.
Partners of the Americas
Pathfinder International
Physicians For Peace
Planning Assistance
Presbyterian Disaster Assistance and Hunger Program
Project HOPE
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Vision (United States)
YMCA of the USA

East and West Africa

Refugees International

East Timor

Action Against Hunger (USA)
American Jewish World Service
Catholic Relief Services
Christian Children's Fund
Church World Service
CONCERN Worldwide US Inc.
CARE
Doctors Without Borders/Médecins Sans Frontières USA
International Catholic Migration Commission
International Medical Corps
International Rescue Committee
Jesuit Refugee Service/USA
Latter-day Saint Charities
Presbyterian Disaster Assistance and Hunger Program
Save the Children

Ecuador

Academy for Educational Development
ACCION International
ADRA
American Friends Service Committee
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Children International Headquarters
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans Frontières USA
FINCA
Freedom from Hunger
Heart to Heart International
Heifer International
Holt International Children's Services
International Center for Research on Women
International Executive Service Corps
International Institute of Rural Reconstruction
International Voluntary Services, Inc.
International Youth Foundation
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Oxfam America
Partners of the Americas
Pathfinder International
Points of Light Foundation
Project HOPE
Salvation Army World Service Office, The
Synergos Institute, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF

World Learning
World Resources Institute
World Vision (United States)
YMCA of the USA

Egypt

Academy for Educational Development
ACDI/VOCA
Africare
American Jewish Joint Distribution Committee
American Red Cross International Services
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
Church World Service
CARE
Enterprise Development International
Institute of Cultural Affairs
International Executive Service Corps
International Eye Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
National Council of Negro Women, Inc.
Near East Foundation
Opportunity International-U.S.
Pathfinder International
Physicians For Peace
Population Communication
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
Save the Children
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
YMCA of the USA

El Salvador

Academy for Educational Development
ACCION International
Action Against Hunger (USA)
American Jewish Joint Distribution Committee
American Jewish World Service
American Red Cross International Services
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
Concern America
CONCERN Worldwide US Inc.
Congressional Hunger Center
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Global Links
Health Volunteers Overseas
Heart to Heart International
Heifer International
International Center for Research on Women
International Executive Service Corps
International Eye Foundation
Katalysis Partnership, Inc.
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Mercy Corps
Northwest Medical Teams
Operation USA
Oxfam America
Partners of the Americas
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
Salvation Army World Service Office, The
Save the Children

SHARE Foundation, Building a New El
Salvador Today
Stop Hunger Now, Inc.
Trickle Up Program, The
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
World Relief Corporation
World Vision (United States)
YMCA of the USA

Equatorial Guinea

Catholic Relief Services
US Fund for UNICEF

Eritrea

Academy for Educational Development
ACDI/VOCA
Africare
American Red Cross International Services
Catholic Relief Services
CONCERN Worldwide US Inc.
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
International Catholic Migration Commission
International Medical Corps
Latter-day Saint Charities
MAP International
Mercy Corps
National Council of Negro Women, Inc.
Operation USA
Oxfam America
Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning

Estonia

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Direct Relief International
International Youth Foundation
Latter-day Saint Charities
Physicians For Peace
US Association for the UNHCR
US Fund for UNICEF
YMCA of the USA

Ethiopia

Academy for Educational Development
Action Against Hunger (USA)
ADRA
African Medical & Research Foundation, Inc.
Africare
American Jewish Joint Distribution Committee
American ORT
American Red Cross International Services
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Childreach/Plan
Christian Children's Fund
Church World Service
CONCERN Worldwide US Inc.
Congressional Hunger Center
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Ethiopian Community Development Council
Food for the Hungry
Global Links
Health Volunteers Overseas
International Eye Foundation
International Institute of Rural Reconstruction

International Orthodox Christian Charities
 International Rescue Committee
 Islamic American Relief Agency USA
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 Lutheran World Relief
 MAP International
 Operation USA
 Opportunities Industrialization Centers
 International
 Oxfam America
 Pact
 Pathfinder International
 Planning Assistance
 Presbyterian Disaster Assistance and Hunger
 Program
 Save the Children
 Solar Cookers International
 Stop Hunger Now, Inc.
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern
 World Learning
 World Vision (United States)
 YMCA of the USA

Fiji

Academy for Educational Development
 ADRA
 Baptist World Alliance/Baptist World Aid
 Counterpart International, Inc.
 International Relief Teams
 Latter-day Saint Charities
 US Fund for UNICEF
 YMCA of the USA

Finland

Academy for Educational Development
 ADRA

American ORT
 Baptist World Alliance/Baptist World Aid
 International Youth Foundation
 US Association for the UNHCR
 World Vision (United States)
 YMCA of the USA

Former Soviet Union

United Jewish Communities

Former Yugoslavia

Doctors of the World, Inc.

France

Academy for Educational Development
 ADRA
 American Jewish Joint Distribution Committee
 American ORT
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Counterpart International, Inc.
 Doctors Without Borders/Médecins Sans
 Frontières USA
 International Center for Research on Women
 Jesuit Refugee Service/USA
 Population Action International
 US Association for the UNHCR
 World Learning
 YMCA of the USA

French Polynesia

Church World Service

Gabon

Academy for Educational Development
 Global Links
 US Association for the UNHCR
 US Fund for UNICEF
 World Resources Institute

Gambia

Academy for Educational Development
Catholic Relief Services
Centre for Development and Population
Activities, The
Christian Children's Fund
Church World Service
Heart to Heart International
Opportunities Industrialization Centers
International
Oxfam America
US Association for the UNHCR
US Fund for UNICEF
YMCA of the USA

Gaza (also see West Bank)

Heart to Heart International

Georgia

Academy for Educational Development
ACDI/VOCA
Action Against Hunger (USA)
ADRA
Aid to Artisans
American Jewish Joint Distribution Committee
Baptist World Alliance/Baptist World Aid
Church World Service
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Heart to Heart International
Heifer International
International Medical Corps
International Orthodox Christian Charities
International Relief and Development
International Rescue Committee
Latter-day Saint Charities
MAP International
Mercy Corps

Project HOPE
Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Education
World Vision (United States)

Germany

Academy for Educational Development
ADRA
American ORT
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Mobility International USA
Points of Light Foundation
Population Action International
RESULTS
US Association for the UNHCR
World Learning
World Vision (United States)
YMCA of the USA

Ghana

Academy for Educational Development
ADRA
Africare
American Jewish World Service
American ORT
American Red Cross International Services
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid

Brother's Brother Foundation, The
 Catholic Medical Mission Board
 Catholic Relief Services
 Centre for Development and Population
 Activities, The
 Childreach/Plan
 Church World Service
 CARE
 Direct Relief International
 Freedom from Hunger
 Global Links
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 Hunger Project, The
 Institute of Cultural Affairs
 International Executive Service Corps
 Latter-day Saint Charities
 MAP International
 National Council of Negro Women, Inc.
 Opportunities Industrialization Centers
 International
 Opportunity International-U.S.
 Pathfinder International
 Population Action International
 Presbyterian Disaster Assistance and Hunger
 Program
 Project Concern International
 Salvation Army World Service Office, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Learning
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Greece

Academy for Educational Development
 American Jewish Joint Distribution Committee
 American ORT
 B'nai B'rith International
 International Orthodox Christian Charities

International Youth Foundation
 Jesuit Refugee Service/USA
 Physicians For Peace
 US Association for the UNHCR
 World Learning
 YMCA of the USA

Grenada

Brother's Brother Foundation, The
 Direct Relief International
 Latter-day Saint Charities
 Partners of the Americas
 US Association for the UNHCR
 US Fund for UNICEF

Guadeloupe

B'nai B'rith International

Guatemala

Academy for Educational Development
 ACCION International
 Action Against Hunger (USA)
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American Red Cross International Services
 America's Development Foundation
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Catholic Relief Services
 Centre for Development and Population
 Activities, The
 Child Health Foundation
 Childreach/Plan
 Children International Headquarters
 Christian Children's Fund
 Christian Reformed World Relief Committee
 Church World Service
 Concern America
 CARE
 Direct Relief International

Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
FINCA
Freedom from Hunger
Heart to Heart International
Heifer International
Helen Keller Worldwide
Holt International Children's Services
Institute of Cultural Affairs
International Center for Research on Women
International Eye Foundation
Katalysis Partnership, Inc.
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Mercy Corps
Oxfam America
Partners In Health
Partners of the Americas
Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
Project HOPE
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Learning
World Resources Institute
World Vision (United States)
YMCA of the USA

Guinea

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Africare
Air Serv International

American ORT
American Red Cross International Services
American Refugee Committee
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Childreach/Plan
Church World Service
Concern America
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
Global Links
Heart to Heart International
Helen Keller Worldwide
International Center for Research on Women
International Rescue Committee
International Youth Foundation
MAP International
Margaret Sanger Center International
Opportunities Industrialization Centers
International
Oxfam America
Planning Assistance
Save the Children
US Association for the UNHCR
US Fund for UNICEF
Volunteers in Technical Assistance
Winrock International
World Education
World Vision (United States)
YMCA of the USA

Guinea Bissau

Academy for Educational Development
ADRA
Africare
Catholic Relief Services
Childreach/Plan
Church World Service
Direct Relief International

Oxfam America
US Association for the UNHCR
US Fund for UNICEF

Guyana

Academy for Educational Development
ADRA
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Direct Relief International
Health Volunteers Overseas
Heart to Heart International
Latter-day Saint Charities
Partners of the Americas
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Resources Institute
YMCA of the USA

Haiti

Academy for Educational Development
ACCION International
Action Against Hunger (USA)
ADRA
Aid to Artisans
American Friends Service Committee
American Red Cross International Services
America's Development Foundation
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA

Enersol Associates, Inc.
Floresta USA, Inc
FINCA
Freedom from Hunger
Global Links
Health Volunteers Overseas
Heart to Heart International
Heifer International
Helen Keller Worldwide
Interchurch Medical Assistance, Inc.
Latter-day Saint Charities
Laubach Literacy International
MAP International
Oxfam America
Partners In Health
Partners of the Americas
Pathfinder International
Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
Save the Children
Service and Development Agency, Inc.
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Learning
World Relief Corporation
World Vision (United States)
YMCA of the USA

Honduras

Academy for Educational Development
ACCION International
ACDI/VOCA
Action Against Hunger (USA)
ADRA
Aid to Artisans
American Friends Service Committee
American Jewish World Service

American Red Cross International Services
Amigos de las Americas
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Children International Headquarters
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
Concern America
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Enersol Associates, Inc.
Food for the Hungry
FINCA
Freedom from Hunger
Global Links
Heart to Heart International
Heifer International
Helen Keller Worldwide
Interchurch Medical Assistance, Inc.
International Center for Research on Women
International Executive Service Corps
International Eye Foundation
International Medical Corps
International Relief Teams
Katalysis Partnership, Inc.
Latter-day Saint Charities
Lutheran World Relief
MAP International
Mercy Corps
Northwest Medical Teams
Opportunity International-U.S.
Oxfam America
Partners In Health
Partners of the Americas
Physicians For Peace
Planning Assistance
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE

Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Education
World Learning
World Relief Corporation
YMCA of the USA

Hong Kong

Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
Holt International Children's Services

Hungary

Academy for Educational Development
ADRA
American Friends Service Committee
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Citizens Democracy Corps
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
US Association for the UNHCR
US Fund for UNICEF
World Learning
World Resources Institute
World Vision (United States)

Iceland

Academy for Educational Development
International Youth Foundation
US Association for the UNHCR

India

Academy for Educational Development
ADRA
Advocacy Institute
Aga Khan Foundation U.S.A.
Aid to Artisans
American Jewish Joint Distribution Committee
American Jewish World Service
American ORT
American Red Cross International Services
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population
Activities, The
Child Health Foundation
Childreach/Plan
Children International Headquarters
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
Freedom from Hunger
Global Links
Health Volunteers Overseas
Heart to Heart International
Heifer International
Helen Keller Worldwide
Holt International Children's Services
Hunger Project, The
Institute of Cultural Affairs

International Catholic Migration Commission
International Center for Research on Women
International Development Enterprises
International Executive Service Corps
International Eye Foundation
International Institute of Rural Reconstruction
International Orthodox Christian Charities
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Mercy Corps
Mercy-USA for Aid and Development, Inc.
Operation USA
Opportunity International-U.S.
Oxfam America
Pathfinder International
Pearl S. Buck International
Points of Light Foundation
Population Communication
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
Salvation Army World Service Office, The
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
World Relief Corporation
World Resources Institute
World Vision (United States)
YMCA of the USA

Indonesia

Academy for Educational Development
ACDI/VOCA
Action Against Hunger (USA)
ADRA

Advocacy Institute
American Friends Service Committee
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
Heart to Heart International
Heifer International
Helen Keller Worldwide
International Catholic Migration Commission
International Center for Research on Women
International Executive Service Corps
International Medical Corps
International Relief and Development
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Mercy Corps
Opportunity International-U.S.
Pact
Pathfinder International
Population Communication
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
Project HOPE
Salvation Army World Service Office, The
Save the Children
Synergos Institute, The
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning

World Resources Institute
World Vision (United States)
YMCA of the USA

Ingushetia (Republic of)

International Medical Corps

Iran

ADRA
American Red Cross International Services
Catholic Relief Services
Church World Service
Doctors Without Borders/Médecins Sans
Frontières USA
US Association for the UNHCR
US Fund for UNICEF

Iraq

ADRA
American Friends Service Committee
American Red Cross International Services
Brother's Brother Foundation, The
Catholic Relief Services
Church World Service
CARE
Direct Relief International
Heart to Heart International
MAP International
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF

Ireland

Academy for Educational Development
ADRA
B'nai B'rith International
International Youth Foundation
Jesuit Refugee Service/USA

Presbyterian Disaster Assistance and Hunger Program
 US Association for the UNHCR
 World Learning
 World Vision (United States)
 YMCA of the USA

Israel

Academy for Educational Development
 American Friends Service Committee
 American Jewish Joint Distribution Committee
 American Near East Refugee Aid
 American ORT
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Children International Headquarters
 Church World Service
 Direct Relief International
 Hebrew Immigrant Aid Society
 International Youth Foundation
 Physicians For Peace
 Presbyterian Disaster Assistance and Hunger Program
 Save the Children
 Stop Hunger Now, Inc.
 United Jewish Communities
 United Methodist Committee on Relief
 US Association for the UNHCR
 World Learning
 YMCA of the USA

Italy

Academy for Educational Development
 ADRA
 American Jewish Joint Distribution Committee
 American ORT
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Doctors Without Borders/Médecins Sans Frontières USA
 Hebrew Immigrant Aid Society
 International Catholic Migration Commission
 International Youth Foundation

Jesuit Refugee Service/USA
 Points of Light Foundation
 Population Action International
 United Methodist Committee on Relief
 US Association for the UNHCR
 YMCA of the USA

Ivory Coast (Cote d'Ivoire)

Academy for Educational Development
 ADRA
 Air Serv International
 America's Development Foundation
 Direct Relief International
 Doctors Without Borders/Médecins Sans Frontières USA
 Helen Keller Worldwide
 International Executive Service Corps
 Jesuit Refugee Service/USA
 MAP International
 Opportunities Industrialization Centers International
 Stop Hunger Now, Inc.
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Learning
 YMCA of the USA

Jamaica

Academy for Educational Development
 ADRA
 Ananda Marga Universal Relief Team
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Direct Relief International
 Global Links
 Heart to Heart International
 International Executive Service Corps
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 MAP International
 Margaret Sanger Center International

Partners of the Americas
Pathfinder International
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Japan

Academy for Educational Development
ADRA
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Church World Service
Doctors Without Borders/Médecins Sans
Frontières USA
Institute of Cultural Affairs
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Mobility International USA
Population Action International
Presbyterian Disaster Assistance and Hunger
Program
RESULTS
United Methodist Committee on Relief
US Association for the UNHCR
World Resources Institute
World Vision (United States)
YMCA of the USA

Jerusalem

Catholic Relief Services
International Orthodox Christian Charities
World Vision (United States)

Jordan

Academy for Educational Development
ADRA
American Friends Service Committee
American Near East Refugee Aid

America's Development Foundation
Baptist World Alliance/Baptist World Aid
Centre for Development and Population
Activities, The
Church World Service
CARE
Heart to Heart International
International Center for Research on Women
Islamic American Relief Agency USA
Latter-day Saint Charities
Laubach Literacy International
Near East Foundation
Pathfinder International
Physicians For Peace
Save the Children
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Jordan

ADRA

Kazakhstan

Academy for Educational Development
ACDI/VOCA
ADRA
Aid to Artisans
American Jewish World Service
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Heart to Heart International
International Executive Service Corps
Latter-day Saint Charities
Mercy Corps
Northwest Medical Teams
Physicians For Peace
Project HOPE
Stop Hunger Now, Inc.

US Association for the UNHCR

US Fund for UNICEF

Winrock International

Kenya

Academy for Educational Development
Action Against Hunger (USA)

ADRA

African Medical & Research Foundation, Inc.

Aga Khan Foundation U.S.A.

American Red Cross International Services

Ananda Marga Universal Relief Team

Baptist World Alliance/Baptist World Aid

Catholic Medical Mission Board

Catholic Relief Services

Childreach/Plan

Christian Children's Fund

Christian Reformed World Relief Committee

Church World Service

CONCERN Worldwide US Inc.

Congressional Hunger Center

CARE

Direct Relief International

Doctors Without Borders/Médecins Sans

Frontières USA

Food for the Hungry

Global Links

Health Volunteers Overseas

Heart to Heart International

Heifer International

Institute of Cultural Affairs

International Center for Research on Women

International Executive Service Corps

International Institute of Rural Reconstruction

International Medical Corps

International Rescue Committee

Islamic American Relief Agency USA

Jesuit Refugee Service/USA

Latter-day Saint Charities

Laubach Literacy International

Lutheran World Relief

MAP International

Mercy-USA for Aid and Development, Inc.

Pact

Pathfinder International

Presbyterian Disaster Assistance and Hunger
Program

Salvation Army World Service Office, The

Solar Cookers International

Stop Hunger Now, Inc.

Trickle Up Program, The

United Methodist Committee on Relief

US Association for the UNHCR

US Fund for UNICEF

Winrock International

World Concern

World Learning

World Relief Corporation

World Resources Institute

World Vision (United States)

Kiribati

Counterpart International, Inc.

US Fund for UNICEF

Korea (also see North Korea and South Korea)

Academy for Educational Development

Baptist World Alliance/Baptist World Aid

Winrock International

Kosovo (also see Yugoslavia)

Action Against Hunger (USA)

ADRA

Advocacy Institute

American Friends Service Committee

American Jewish Joint Distribution Committee

American Jewish World Service

American ORT

American Red Cross International Services

American Refugee Committee

Ananda Marga Universal Relief Team

Catholic Relief Services

Christian Children's Fund

Church World Service

Citizens Democracy Corps

CONCERN Worldwide US Inc.
Doctors Without Borders/Médecins Sans
Frontières USA

FINCA

Heifer International
International Catholic Migration Commission
International Medical Corps
International Rescue Committee
International Youth Foundation
Latter-day Saint Charities
Mercy Corps
Mercy-USA for Aid and Development, Inc.
Northwest Medical Teams
Presbyterian Disaster Assistance and Hunger
Program
RELIEF International
Save the Children
United Methodist Committee on Relief
US Association for the UNHCR
World Learning

Kuwait

Academy for Educational Development
Physicians For Peace
US Association for the UNHCR

Kyrgyzstan

Academy for Educational Development
ACDI/VOCA
ADRA
Aid to Artisans
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Heart to Heart International
Latter-day Saint Charities
Mercy Corps
Project HOPE
US Association for the UNHCR

US Fund for UNICEF
Winrock International

Laos

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Aid to Artisans
American Friends Service Committee
Catholic Relief Services
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heifer International
International Institute of Rural Reconstruction
Latter-day Saint Charities
Laubach Literacy International
Oxfam America
Pact
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Education
World Learning

Latvia

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
International Relief Teams
Latter-day Saint Charities
MAP International
Operation USA
US Association for the UNHCR

US Fund for UNICEF
World Learning

Lebanon

Academy for Educational Development
ADRA
American Friends Service Committee
American Near East Refugee Aid
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
International Catholic Migration Commission
International Executive Service Corps
International Orthodox Christian Charities
Islamic American Relief Agency USA
Latter-day Saint Charities
MAP International
Mercy Corps
Mercy-USA for Aid and Development, Inc.
Near East Foundation
Presbyterian Disaster Assistance and Hunger Program
Save the Children
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Vision (United States)

Lesotho

Academy for Educational Development
Catholic Medical Mission Board
Catholic Relief Services
CARE
Laubach Literacy International
Medical Care Development International
Near East Foundation
Opportunities Industrialization Centers International
Presbyterian Disaster Assistance and Hunger Program
US Fund for UNICEF
World Vision (United States)

Liberia

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Africare
Air Serv International
American Red Cross International Services
American Refugee Committee
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
CONCERN Worldwide US Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans Frontières USA
Friends of Liberia
Global Links
Heart to Heart International
International Rescue Committee
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Opportunities Industrialization Centers International
Physicians For Peace
Salvation Army World Service Office, The
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Relief Corporation
World Vision (United States)

Libya

US Association for the UNHCR

Liechtenstein

US Association for the UNHCR

Lithuania

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Christian Children's Fund
Heifer International
International Relief Teams
International Youth Foundation
Latter-day Saint Charities
MAP International
Operation USA
Physicians For Peace
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Luxembourg

ADRA
American ORT
B'nai B'rith International
Doctors Without Borders/Médecins Sans
Frontières USA
Jesuit Refugee Service/USA
US Association for the UNHCR

Macau

Baptist World Alliance/Baptist World Aid

Macedonia

Academy for Educational Development
ACDI/VOCA
ADRA
Advocacy Institute
American Jewish Joint Distribution Committee
American Jewish World Service

American ORT
American Red Cross International Services
American Refugee Committee
Catholic Relief Services
Church World Service
CARE
Doctors of the World, Inc.
International Executive Service Corps
International Medical Corps
International Relief and Development
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA
Mercy Corps
Northwest Medical Teams
Opportunity International-U.S.
Project HOPE
US Association for the UNHCR
US Fund for UNICEF
World Learning

Madagascar

Academy for Educational Development
ADRA
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
Global Links
International Executive Service Corps
Latter-day Saint Charities
Medical Care Development International
Pact
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Malawi

Academy for Educational Development
ACDI/VOCA
ADRA
Africare
American Jewish World Service
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Freedom from Hunger
Global Links
Health Volunteers Overseas
Hunger Project, The
Interchurch Medical Assistance, Inc.
International Center for Research on Women
International Eye Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Lutheran World Relief
MAP International
Mobility International USA
Opportunity International-U.S.
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
Salvation Army World Service Office, The
Save the Children
Trickle Up Program, The
US Association for the UNHCR
US Fund for UNICEF
World Learning
World Relief Corporation
World Vision (United States)

Malaysia

Academy for Educational Development
ADRA
Aid to Artisans
Baptist World Alliance/Baptist World Aid
Institute of Cultural Affairs
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
World Vision (United States)
YMCA of the USA

Maldives

Academy for Educational Development
US Fund for UNICEF

Mali

Academy for Educational Development
Action Against Hunger (USA)
ADRA
African Medical & Research Foundation, Inc.
Africare
Aid to Artisans
American Friends Service Committee
American Jewish World Service
American ORT
American Red Cross International Services
America's Development Foundation
Brother's Brother Foundation, The
Catholic Relief Services
Center for International Health and
Cooperation, The
Centre for Development and Population
Activities, The
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Doctors Without Borders/Médecins Sans
Frontières USA

Freedom from Hunger
Global Links
Helen Keller Worldwide
International Center for Research on Women
International Medical Corps
International Rescue Committee
Islamic American Relief Agency USA
Jesuit Refugee Service/USA
Laubach Literacy International
Lutheran World Relief
MAP International
Medical Care Development International
Mercy-USA for Aid and Development, Inc.
Near East Foundation
Oxfam America
Planning Assistance
Population Action International
Save the Children
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Volunteers in Technical Assistance
Winrock International
World Concern
World Education
World Learning
World Resources Institute
World Vision (United States)

Malta

Academy for Educational Development
Jesuit Refugee Service/USA
US Association for the UNHCR

Marshall Islands

Direct Relief International
US Fund for UNICEF

Martinique

B'nai B'rith International

Mauritania

ADRA
Centre for Development and Population
Activities, The
Doctors Without Borders/Médecins Sans
Frontières USA
Freedom from Hunger
MAP International
Planning Assistance
US Association for the UNHCR
US Fund for UNICEF
World Vision (United States)

Mauritius

Academy for Educational Development
ADRA
US Fund for UNICEF
YMCA of the USA

Mexico

Academy for Educational Development
ACCION International
ADRA
Aid to Artisans
Amazon Conservation Team
American Friends Service Committee
American Jewish Joint Distribution Committee
American Jewish World Service
American ORT
Amigos de las Americas
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Christian Children's Fund
Church World Service
Concern America
Direct Relief International
Doctors of the World, Inc.
Enterprise Development International
Floresta USA, Inc
FINCA
Gifts In Kind International

Global Links

Heart to Heart International
Heifer International
Helen Keller Worldwide
Holt International Children's Services
Hunger Project, The
Institute of Cultural Affairs
International Center for Research on Women
International Executive Service Corps
International Medical Services for Health
International Relief Teams
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Mobility International USA
Northwest Medical Teams
Operation USA
Opportunity International-U.S.
Oxfam America
Partners In Health
Partners of the Americas
Pathfinder International
Population Action International
Population Communication
Presbyterian Disaster Assistance and Hunger Program
Project Concern International
Project HOPE
Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.
Synergos Institute, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Learning
World Relief Corporation
World Vision (United States)
YMCA of the USA

Micronesia

Academy for Educational Development
US Fund for UNICEF

Moldova

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Citizens Network for Foreign Affairs, The
Counterpart International, Inc.
Health Volunteers Overseas
Heart to Heart International
International Medical Corps
International Youth Foundation
Latter-day Saint Charities
Northwest Medical Teams
Physicians For Peace
US Association for the UNHCR
US Fund for UNICEF
Volunteers in Technical Assistance
Winrock International

Monaco

B'nai B'rith International

Mongolia

Academy for Educational Development
ACDI/VOCA
ADRA
Ananda Marga Universal Relief Team
Food for the Hungry
Heifer International
Holt International Children's Services
International Center for Research on Women
International Executive Service Corps
Latter-day Saint Charities

MAP International
Margaret Sanger Center International
Mercy Corps
Pact
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Learning
World Relief Corporation
World Vision (United States)

Montenegro (also see Yugoslavia)

American Jewish Joint Distribution Committee
American Refugee Committee
America's Development Foundation
Heart to Heart International
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA
Mercy Corps
Opportunity International-U.S.
Save the Children

Montserrat

US Fund for UNICEF

Morocco

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
America's Development Foundation
Catholic Relief Services
Helen Keller Worldwide
Laubach Literacy International
Near East Foundation
Save the Children
US Association for the UNHCR
US Fund for UNICEF
Volunteers in Technical Assistance
World Learning

Mozambique

Academy for Educational Development
ACCION International
ACDI/VOCA
Action Against Hunger (USA)
ADRA
African Medical & Research Foundation, Inc.
Africare
Aga Khan Foundation U.S.A.
Aid to Artisans
Air Serv International
American Friends Service Committee
American Red Cross International Services
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Christian Reformed World Relief Committee
Church World Service
Citizens Network for Foreign Affairs, The
Concern America
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Global Links
Heifer International
Helen Keller Worldwide
Hunger Project, The
International Executive Service Corps
International Medical Corps
Latter-day Saint Charities
MAP International
Medical Care Development International
Oxfam America
Pathfinder International
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
Salvation Army World Service Office, The
Save the Children
Stop Hunger Now, Inc.

Synergos Institute, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 World Relief Corporation
 World Vision (United States)

Myanmar (Burma)

Academy for Educational Development
 Action Against Hunger (USA)
 ADRA
 American Jewish Joint Distribution Committee
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Church World Service
 CARE
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Food for the Hungry
 Heifer International
 Latter-day Saint Charities
 Pact
 Presbyterian Disaster Assistance and Hunger
 Program
 Save the Children
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 World Concern
 World Vision (United States)
 YMCA of the USA

Nagorno Karabakh

Catholic Relief Services
 Doctors Without Borders/Médecins Sans
 Frontières USA
 International Medical Corps

Namibia

Academy for Educational Development
 Advocacy Institute

American Red Cross International Services
 Baptist World Alliance/Baptist World Aid
 Catholic Medical Mission Board
 Church World Service
 CARE
 International Executive Service Corps
 International Medical Corps
 Jesuit Refugee Service/USA
 Laubach Literacy International
 Margaret Sanger Center International
 US Association for the UNHCR
 US Fund for UNICEF
 World Education
 World Learning
 YMCA of the USA

Nepal

Academy for Educational Development
 ADRA
 Advocacy Institute
 American Jewish World Service
 Baptist World Alliance/Baptist World Aid
 Centre for Development and Population
 Activities, The
 Childreach/Plan
 Children International Headquarters
 Church World Service
 CARE
 Enterprise Development International
 Food for the Hungry
 Global Links
 Health Volunteers Overseas
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 Institute of Cultural Affairs
 International Center for Research on Women
 International Development Enterprises
 International Eye Foundation
 International Youth Foundation
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 Pact

Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Education
World Learning
YMCA of the USA

Netherlands

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Institute of Cultural Affairs
International Youth Foundation
Jesuit Refugee Service/USA
Population Action International
US Association for the UNHCR
World Learning
World Resources Institute
World Vision (United States)
YMCA of the USA

Netherlands Antilles

B'nai B'rith International
International Youth Foundation

New Independent States (NIS)

Mobility International USA

New Zealand

Academy for Educational Development
ADRA
B'nai B'rith International

Baptist World Alliance/Baptist World Aid
Counterpart International, Inc.
International Youth Foundation
US Association for the UNHCR
World Learning
World Vision (United States)
YMCA of the USA

Nicaragua

Academy for Educational Development
ACCION International
Action Against Hunger (USA)
ADRA
American Jewish World Service
American Red Cross International Services
America's Development Foundation
Amigos de las Americas
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Child Health Foundation
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
FINCA
Global Links
Heart to Heart International
Heifer International
Interchurch Medical Assistance, Inc.
International Executive Service Corps
Katalysis Partnership, Inc.
Latter-day Saint Charities
Lutheran World Relief
MAP International
Mercy Corps
Operation USA
Opportunity International-U.S.

Oxfam America
 Partners of the Americas
 Physicians For Peace
 Planning Assistance
 Presbyterian Disaster Assistance and Hunger Program
 Project Concern International
 Project HOPE
 Quixote Center/Quest for Peace
 RELIEF International
 Save the Children
 Stop Hunger Now, Inc.
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Education
 World Learning
 World Relief Corporation
 World Vision (United States)
 YMCA of the USA

Niger

Academy for Educational Development
 Action Against Hunger (USA)
 ADRA
 Africare
 American Jewish World Service
 American ORT
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Catholic Relief Services
 Centre for Development and Population Activities, The
 Childreach/Plan
 Christian Reformed World Relief Committee
 Church World Service
 CONCERN Worldwide US Inc.
 CARE
 Direct Relief International
 Doctors Without Borders/Médecins Sans Frontières USA
 Global Links

Heart to Heart International
 Helen Keller Worldwide
 Hunger Project, The
 Institute of Cultural Affairs
 International Center for Research on Women
 International Women's Health Coalition
 Latter-day Saint Charities
 Laubach Literacy International
 Lutheran World Relief
 MAP International
 National Council of Negro Women, Inc.
 Opportunities Industrialization Centers International
 Partners for Development
 Pathfinder International
 Planning Assistance
 Population Communication
 Salvation Army World Service Office, The
 Stop Hunger Now, Inc.
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Vision (United States)
 YMCA of the USA

Nigeria

Academy for Educational Development
 ADRA
 Africare
 American Jewish World Service
 American ORT
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Catholic Relief Services
 Centre for Development and Population Activities, The
 Christian Reformed World Relief Committee
 Direct Relief International
 Doctors Without Borders/Médecins Sans Frontières USA
 Global Links
 Heart to Heart International

Helen Keller Worldwide
Hunger Project, The
Institute of Cultural Affairs
International Center for Research on Women
International Women's Health Coalition
Latter-day Saint Charities
Laubach Literacy International
MAP International
National Council of Negro Women, Inc.
Opportunities Industrialization Centers
International
Partners for Development
Pathfinder International
Population Communication
Salvation Army World Service Office, The
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
YMCA of the USA

North Korea

ADRA
American Friends Service Committee
Catholic Relief Services
Church World Service
CONCERN Worldwide US Inc.
CARE
Heart to Heart International
Heifer International
Holt International Children's Services
Latter-day Saint Charities
MAP International
Mercy Corps
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
US Fund for UNICEF
World Concern
World Vision (United States)

Norway

ADRA
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
International Youth Foundation
US Association for the UNHCR
YMCA of the USA

Oman

Academy for Educational Development
ACDI/VOCA
ADRA
Aid to Artisans
American Jewish Joint Distribution Committee
America's Development Foundation
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Centre for Development and Population
Activities, The
Christian Reformed World Relief Committee
Church World Service
Citizens Democracy Corps
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
Heart to Heart International
Heifer International
Holt International Children's Services
International Executive Service Corps
International Orthodox Christian Charities
International Relief Teams
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
Northwest Medical Teams

Opportunity International-U.S.
Physicians For Peace
Presbyterian Disaster Assistance and Hunger Program
Project Concern International
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
World Vision (United States)
YMCA of the USA

Pacific

Enterprise Development International
World Relief Corporation

Pakistan

Academy for Educational Development
ADRA
Advocacy Institute
Aga Khan Foundation U.S.A.
Air Serv International
American Friends Service Committee
Catholic Relief Services
Child Health Foundation
Childreach/Plan
Church World Service
CONCERN Worldwide US Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans Frontières USA
Heifer International
International Catholic Migration Commission
International Medical Corps
International Rescue Committee
International Women's Health Coalition
International Youth Foundation
Islamic American Relief Agency USA
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
Mercy Corps
Operation USA

Population Communication
Presbyterian Disaster Assistance and Hunger Program
Salvation Army World Service Office, The
Save the Children
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Palau

Mobility International USA
US Fund for UNICEF

Palestine (also see West Bank and Gaza)

Academy for Educational Development
American Friends Service Committee
American Jewish Joint Distribution Committee
American Jewish World Service
Church World Service
Doctors Without Borders/Médecins Sans Frontières USA
International Youth Foundation
Latter-day Saint Charities
Presbyterian Disaster Assistance and Hunger Program

Panama

Academy for Educational Development
ACCION International
America's Development Foundation
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans Frontières USA
International Executive Service Corps
MAP International
Partners of the Americas
Physicians For Peace
United Methodist Committee on Relief

US Association for the UNHCR
US Fund for UNICEF
World Learning
World Resources Institute
YMCA of the USA

Papua New Guinea

Academy for Educational Development
ADRA
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Church World Service
CARE
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Global Links
Heart to Heart International
International Youth Foundation
MAP International
Margaret Sanger Center International
US Fund for UNICEF
World Vision (United States)
YMCA of the USA

Paraguay

Academy for Educational Development
ACCION International
American ORT
Amigos de las Americas
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
Church World Service
Global Links
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA

Latter-day Saint Charities
Laubach Literacy International
MAP International
Partners of the Americas
Salvation Army World Service Office, The
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Peru

Academy for Educational Development
ACCION International
ADRA
Aid to Artisans
American Friends Service Committee
American Jewish Joint Distribution Committee
American Jewish World Service
American ORT
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Centre for Development and Population
Activities, The
Child Health Foundation
Childreach/Plan
Church World Service
Congressional Hunger Center
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
FINCA
Health Volunteers Overseas
Heart to Heart International
Heifer International
Hunger Project, The
Institute of Cultural Affairs
International Executive Service Corps
International Eye Foundation
International Women's Health Coalition
International Youth Foundation

Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 Lutheran World Relief
 MAP International
 Mercy Corps
 Northwest Medical Teams
 Operation USA
 Opportunity International-U.S.
 Oxfam America
 Partners In Health
 Partners of the Americas
 Pathfinder International
 Planning Assistance
 Presbyterian Disaster Assistance and Hunger Program
 Project HOPE
 Save the Children
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern
 World Relief Corporation
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Philippines

Academy for Educational Development
 ACDI/VOCA
 Action Against Hunger (USA)
 ADRA
 American ORT
 Ananda Marga Universal Relief Team
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Catholic Relief Services
 Childreach/Plan
 Children International Headquarters
 Christian Children's Fund
 Christian Reformed World Relief Committee
 Church World Service

CARE
 Counterpart International, Inc.
 Direct Relief International
 Doctors Without Borders/Médecins Sans Frontières USA
 Enterprise Development International
 Food for the Hungry
 Freedom from Hunger
 Health Volunteers Overseas
 Heart to Heart International
 Heifer International
 Helen Keller Worldwide
 Holt International Children's Services
 Institute of Cultural Affairs
 International Center for Research on Women
 International Executive Service Corps
 International Eye Foundation
 International Institute of Rural Reconstruction
 International Youth Foundation
 Jesuit Refugee Service/USA
 Latter-day Saint Charities
 Laubach Literacy International
 Lutheran World Relief
 MAP International
 Mobility International USA
 Opportunities Industrialization Centers International
 Opportunity International-U.S.
 Oxfam America
 Pearl S. Buck International
 Physicians For Peace
 Population Communication
 Presbyterian Disaster Assistance and Hunger Program
 Salvation Army World Service Office, The
 Save the Children
 Stop Hunger Now, Inc.
 Synergos Institute, The
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Education
 World Resources Institute

World Vision (United States)
YMCA of the USA

Poland

Academy for Educational Development
ACDI/VOCA
ADRA
American Jewish Joint Distribution Committee
American ORT
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Heifer International
Helen Keller Worldwide
International Center for Research on Women
International Executive Service Corps
International Youth Foundation
Latter-day Saint Charities
Opportunities Industrialization Centers
International
Opportunity International-U.S.
Presbyterian Disaster Assistance and Hunger
Program
Project HOPE
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Portugal

Academy for Educational Development
ADRA
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
International Youth Foundation
Jesuit Refugee Service/USA
US Association for the UNHCR
YMCA of the USA

Puerto Rico

Academy for Educational Development
Church World Service

International Youth Foundation

Qatar

Academy for Educational Development

Romania

Academy for Educational Development
ACDI/VOCA
ADRA
Aid to Artisans
American Jewish Joint Distribution Committee
America's Development Foundation
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Centre for Development and Population
Activities, The
Christian Reformed World Relief Committee
Church World Service
Citizens Democracy Corps
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Enterprise Development International
Food for the Hungry
Heart to Heart International
Heifer International
Holt International Children's Services
International Executive Service Corps
International Orthodox Christian Charities
International Relief Teams
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
Northwest Medical Teams
Opportunity International-U.S.
Physicians For Peace
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
United Methodist Committee on Relief
US Association for the UNHCR

US Fund for UNICEF
World Learning
World Vision (United States)
YMCA of the USA

Russia

Academy for Educational Development
ACDI/VOCA
Action Against Hunger (USA) (including Chechnya)
ADRA
Advocacy Institute
American Jewish Joint Distribution Committee
American Jewish World Service
American ORT
American Red Cross International Services
America's Development Foundation
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Centre for Development and Population Activities, The
Church World Service
Citizens Democracy Corps
Citizens Network for Foreign Affairs, The
CARE
Counterpart International, Inc.
Direct Relief International
Doctors of the World, Inc.
Doctors Without Borders/Médecins Sans Frontières USA
FINCA
Heart to Heart International
Hebrew Immigrant Aid Society
Heifer International
Holt International Children's Services
International Center for Research on Women
International Executive Service Corps
International Orthodox Christian Charities
International Rescue Committee
International Youth Foundation
Latter-day Saint Charities

Mercy Corps
Operation USA
Opportunity International-U.S.
Partners In Health
Presbyterian Disaster Assistance and Hunger Program
Project HOPE
Salvation Army World Service Office, The
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
World Resources Institute
World Vision (United States)
YMCA of the USA

Russia (Chechnya)

International Rescue Committee

Russian Federation

ADRA
Advocacy Institute
American Jewish Joint Distribution Committee
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Citizens Network for Foreign Affairs, The
CARE
Counterpart International, Inc.
Direct Relief International
Doctors of the World, Inc.
International Orthodox Christian Charities
Mercy Corps
Presbyterian Disaster Assistance and Hunger Program
United Methodist Committee on Relief
US Fund for UNICEF
World Resources Institute
YMCA of the USA

Rwanda

Academy for Educational Development
ACDI/VOCA
ADRA
African Medical & Research Foundation, Inc.
Africare
Air Serv International
American Jewish Joint Distribution Committee
American Jewish World Service
American Red Cross International Services
American Refugee Committee
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heifer International
International Executive Service Corps
International Medical Corps
International Rescue Committee
Jesuit Refugee Service/USA
Laubach Literacy International
Lutheran World Relief
MAP International
Presbyterian Disaster Assistance and Hunger
Program
Salvation Army World Service Office, The
Trickle Up Program, The
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Relief Corporation
World Vision (United States)
YMCA of the USA

Saint Lucia

Latter-day Saint Charities

Samoa

Counterpart International, Inc.
Latter-day Saint Charities
US Fund for UNICEF
World Learning

Sao Tome & Principe

Academy for Educational Development
ADRA
US Fund for UNICEF
YMCA of the USA

Saudi Arabia

US Association for the UNHCR

Senegal

Academy for Educational Development
ADRA
Africare
American Jewish World Service
American ORT
Catholic Relief Services
Centre for Development and Population
Activities, The
Childreach/Plan
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
Counterpart International, Inc.
Hunger Project, The
International Center for Research on Women
International Executive Service Corps
Lutheran World Relief
MAP International
National Council of Negro Women, Inc.
Oxfam America
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education

World Learning
World Vision (United States)
YMCA of the USA

Serbia (also see Yugoslavia)

Advocacy Institute
American Friends Service Committee
American Jewish Joint Distribution Committee
American Red Cross International Services
American Refugee Committee
America's Development Foundation
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
CONCERN Worldwide US Inc.
International Executive Service Corps
International Medical Corps
International Youth Foundation
Jesuit Refugee Service/USA
Mercy Corps
Northwest Medical Teams
Opportunity International-U.S.

Seychelles

Academy for Educational Development
US Fund for UNICEF

Siberia

Heart to Heart International

Sierra Leone

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Africare
Air Serv International
American Jewish World Service
American Red Cross International Services
American Refugee Committee
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services

Childreach/Plan
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Helen Keller Worldwide
International Catholic Migration Commission
International Medical Corps
International Rescue Committee
Latter-day Saint Charities
MAP International
Operation USA
Opportunities Industrialization Centers
International
Planning Assistance
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Relief Corporation
World Vision (United States)
YMCA of the USA

Singapore

Academy for Educational Development
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
International Youth Foundation
Jesuit Refugee Service/USA
United Methodist Committee on Relief
World Vision (United States)
YMCA of the USA

Slovakia

Academy for Educational Development
ACDI/VOCA

ADRA
American Jewish Joint Distribution Committee
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Enterprise Development International
Heifer International
International Center for Research on Women
International Youth Foundation
Latter-day Saint Charities
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Slovenia

American Jewish Joint Distribution Committee
Baptist World Alliance/Baptist World Aid
International Youth Foundation
Latter-day Saint Charities
US Association for the UNHCR

Solomon Islands

ADRA
Church World Service
Counterpart International, Inc.
US Fund for UNICEF
World Vision (United States)

Somalia

Academy for Educational Development
Action Against Hunger (USA)
ADRA
African Medical & Research Foundation, Inc.
American Friends Service Committee
American Jewish World Service
American Red Cross International Services
Brother's Brother Foundation, The
Center for International Health and
Cooperation, The
Church World Service
CONCERN Worldwide US Inc.
CARE

Doctors Without Borders/Médecins Sans
Frontières USA
International Medical Corps
Islamic American Relief Agency USA
Jesuit Refugee Service/USA
MAP International
Mercy-USA for Aid and Development, Inc.
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Vision (United States)

Somaliland

International Rescue Committee
Save the Children

South Africa

Academy for Educational Development
ACCION International
ACDI/VOCA
ADRA
Advocacy Institute
African Medical & Research Foundation, Inc.
Africare
Aid to Artisans
American Friends Service Committee
American Jewish World Service
American ORT
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Medical Mission Board
Catholic Relief Services
Centre for Development and Population
Activities, The
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CARE
Direct Relief International

Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Gifts In Kind International
Global Links
Health Volunteers Overseas
Heart to Heart International
Heifer International
Helen Keller Worldwide
Institute of Cultural Affairs
International Center for Research on Women
International Executive Service Corps
International Relief Teams
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Margaret Sanger Center International
Medical Care Development International
National Council of Negro Women, Inc.
Opportunities Industrialization Centers
International
Pathfinder International
Presbyterian Disaster Assistance and Hunger
Program
Salvation Army World Service Office, The
Service and Development Agency, Inc.
Synergos Institute, The
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Education
World Learning
World Relief Corporation
World Resources Institute
World Vision (United States)
YMCA of the USA

South Korea (Republic of Korea)

ADRA
Church World Service

Direct Relief International
Gifts In Kind International
Holt International Children's Services
International Executive Service Corps
Jesuit Refugee Service/USA
MAP International
Pearl S. Buck International
Presbyterian Disaster Assistance and Hunger
Program
US Association for the UNHCR
World Vision (United States)

Southeast Asia

Refugees International

Southern Pacific

Enterprise Development International

Southern Sudan

International Medical Corps

Spain

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA
Population Action International
US Association for the UNHCR
World Learning
YMCA of the USA

Sri Lanka

Academy for Educational Development

Action Against Hunger (USA)

ADRA

Baptist World Alliance/Baptist World Aid

Catholic Relief Services

Childreach/Plan

Christian Children's Fund

Church World Service

CARE

Doctors Without Borders/Médecins Sans

Frontières USA

Institute of Cultural Affairs

International Center for Research on Women

International Executive Service Corps

International Youth Foundation

Jesuit Refugee Service/USA

Latter-day Saint Charities

United Methodist Committee on Relief

US Association for the UNHCR

US Fund for UNICEF

Winrock International

World Vision (United States)

YMCA of the USA

St. Kitts & Nevis

Partners of the Americas

US Fund for UNICEF

St. Lucia

American Red Cross International Services

Brother's Brother Foundation, The

Global Links

Health Volunteers Overseas

MAP International

Partners of the Americas

US Fund for UNICEF

St. Vincent

Academy for Educational Development

Christian Children's Fund

Partners of the Americas

US Fund for UNICEF

St. Vincent and the Grenadines

US Fund for UNICEF

Sudan

Academy for Educational Development

Action Against Hunger (USA)

ADRA

American Red Cross International Services

American Refugee Committee

Catholic Relief Services

Childreach/Plan

Church World Service

CONCERN Worldwide US Inc.

CARE

Direct Relief International

Doctors Without Borders/Médecins Sans

Frontières USA

Heart to Heart International

International Medical Corps

International Rescue Committee

Jesuit Refugee Service/USA

Latter-day Saint Charities

MAP International

Near East Foundation

Presbyterian Disaster Assistance and Hunger
Program

Save the Children

Stop Hunger Now, Inc.

US Association for the UNHCR

US Fund for UNICEF

World Relief Corporation

World Vision (United States)

YMCA of the USA

Suriname

Academy for Educational Development

Amazon Conservation Team

Health Volunteers Overseas

MAP International

US Association for the UNHCR

US Fund for UNICEF

YMCA of the USA

Swaziland

Academy for Educational Development
Catholic Medical Mission Board
Church World Service
Global Links
MAP International
Medical Care Development International
Near East Foundation
US Association for the UNHCR
US Fund for UNICEF
World Vision (United States)

Sweden

ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Doctors Without Borders/Médecins Sans
Frontières USA
International Youth Foundation
Jesuit Refugee Service/USA
US Association for the UNHCR
World Resources Institute
YMCA of the USA

Switzerland

Academy for Educational Development
ADRA
American ORT
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Center for International Health and
Cooperation, The
Doctors Without Borders/Médecins Sans
Frontières USA
Hebrew Immigrant Aid Society
International Rescue Committee
Jesuit Refugee Service/USA
United Methodist Committee on Relief
US Association for the UNHCR
World Learning

World Vision (United States)
YMCA of the USA

Syria

Academy for Educational Development
Baptist World Alliance/Baptist World Aid
Church World Service
Latter-day Saint Charities
Physicians For Peace
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF

Taiwan

Academy for Educational Development
American Jewish World Service
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Church World Service
Gifts In Kind International
Heart to Heart International
Institute of Cultural Affairs
Latter-day Saint Charities
Pearl S. Buck International
United Methodist Committee on Relief
Winrock International
World Vision (United States)
YMCA of the USA

Tajikistan

Academy for Educational Development
Action Against Hunger (USA)
ADRA
Aga Khan Foundation U.S.A.
American Jewish Joint Distribution Committee
CARE
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heart to Heart International

Institute of Cultural Affairs
Latter-day Saint Charities
Mercy Corps
Project HOPE
Save the Children
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International

Tanzania

Academy for Educational Development
ACDI/VOCA
ADRA
African Medical & Research Foundation, Inc.
Africare
Aga Khan Foundation U.S.A.
Aid to Artisans
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Child Health Foundation
Childreach/Plan
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Global Links
Health Volunteers Overseas
Heart to Heart International
Heifer International
Helen Keller Worldwide
Interchurch Medical Assistance, Inc.
International Executive Service Corps
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA
Laubach Literacy International
Lutheran World Relief
MAP International

Opportunities Industrialization Centers
International
Pact
Pathfinder International
Salvation Army World Service Office, The
Solar Cookers International
Trickle Up Program, The
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern
World Learning
World Resources Institute
World Vision (United States)
YMCA of the USA

Thailand

Academy for Educational Development
ADRA
American Friends Service Committee
American Jewish World Service
American Refugee Committee
Ananda Marga Universal Relief Team
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Christian Children's Fund
Church World Service
Citizens Democracy Corps
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heart to Heart International
Heifer International
Holt International Children's Services
International Catholic Migration Commission
International Executive Service Corps
International Medical Corps
International Rescue Committee
International Youth Foundation
Jesuit Refugee Service/USA

Latter-day Saint Charities
 Laubach Literacy International
 MAP International
 Operation USA
 Pathfinder International
 Pearl S. Buck International
 Population Communication
 Presbyterian Disaster Assistance and Hunger
 Program
 Project HOPE
 Save the Children
 Synergos Institute, The
 Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern
 World Resources Institute
 World Vision (United States)
 YMCA of the USA

Tibet

Latter-day Saint Charities
 World Concern
 World Learning

Togo

Academy for Educational Development
 ADRA
 Baptist World Alliance/Baptist World Aid
 Catholic Relief Services
 Childreach/Plan
 Christian Children's Fund
 CARE
 Freedom from Hunger
 International Catholic Migration Commission
 Opportunities Industrialization Centers
 International
 Pathfinder International
 United Methodist Committee on Relief
 US Association for the UNHCR

US Fund for UNICEF
 YMCA of the USA

Tokelau

US Fund for UNICEF

Tonga

Academy for Educational Development
 Counterpart International, Inc.
 Latter-day Saint Charities
 US Fund for UNICEF

Trinidad & Tobago

Academy for Educational Development
 Baptist World Alliance/Baptist World Aid
 Latter-day Saint Charities
 Partners of the Americas
 US Association for the UNHCR
 US Fund for UNICEF
 YMCA of the USA

Tunisia

Academy for Educational Development
 ADRA
 American Jewish Joint Distribution Committee
 International Executive Service Corps
 US Association for the UNHCR
 US Fund for UNICEF

Turkey

ADRA
 American Friends Service Committee
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American ORT
 American Red Cross International Services
 Ananda Marga Universal Relief Team
 Catholic Relief Services
 Centre for Development and Population
 Activities, The

Church World Service
Heart to Heart International
International Catholic Migration Commission
International Center for Research on Women
International Executive Service Corps
International Orthodox Christian Charities
International Women's Health Coalition
International Youth Foundation
Latter-day Saint Charities
Mercy-USA for Aid and Development, Inc.
Operation USA
Project HOPE
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Relief Corporation

Turkmenistan

Academy for Educational Development
American Jewish Joint Distribution Committee
American Red Cross International Services
Counterpart International, Inc.
Doctors Without Borders/Médecins Sans
Frontières USA
Mercy Corps
Project HOPE
US Association for the UNHCR
US Fund for UNICEF
Winrock International

Turks and Caicos Islands

US Fund for UNICEF

Tuvalu

Counterpart International, Inc.
US Fund for UNICEF

Uganda

Academy for Educational Development
ACCION International

ACDI/VOCA
Action Against Hunger (USA)
ADRA
African Medical & Research Foundation, Inc.
Africare
Aga Khan Foundation U.S.A.
Air Serv International
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Child Health Foundation
Childreach/Plan
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CONCERN Worldwide US Inc.
Congressional Hunger Center
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
FINCA
Freedom from Hunger
Global Links
Health Volunteers Overseas
Heifer International
Hunger Project, The
International Center for Research on Women
International Executive Service Corps
International Medical Corps
International Rescue Committee
Islamic American Relief Agency USA
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
Lutheran World Relief
MAP International
Minnesota International Health Volunteers
Mobility International USA
Opportunity International-U.S.
Pathfinder International
Salvation Army World Service Office, The
Save the Children

Trickle Up Program, The
 United Methodist Committee on Relief
 US Association for the UNHCR
 US Fund for UNICEF
 Winrock International
 World Concern
 World Education
 World Learning
 World Resources Institute
 World Vision (United States)

Ukraine

Academy for Educational Development
 ACDI/VOCA
 ADRA
 Advocacy Institute
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American ORT
 America's Development Foundation
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Christian Children's Fund
 Church World Service
 Citizens Democracy Corps
 Citizens Network for Foreign Affairs, The
 Counterpart International, Inc.
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Global Links
 Heart to Heart International
 Hebrew Immigrant Aid Society
 Heifer International
 International Executive Service Corps
 International Medical Corps
 International Relief and Development
 Latter-day Saint Charities
 MAP International
 Northwest Medical Teams
 Project HOPE
 Stop Hunger Now, Inc.
 US Association for the UNHCR

US Fund for UNICEF
 Volunteers in Technical Assistance
 Winrock International
 World Concern
 YMCA of the USA

United Arab Emirates

Academy for Educational Development
 Doctors Without Borders/Médecins Sans
 Frontières USA
 US Association for the UNHCR

United Kingdom (UK)

Academy for Educational Development
 ACDI/VOCA
 Advocacy Institute
 American Jewish Joint Distribution Committee
 American Jewish World Service
 American ORT
 America's Development Foundation
 B'nai B'rith International
 Baptist World Alliance/Baptist World Aid
 Brother's Brother Foundation, The
 Christian Children's Fund
 Church World Service
 Citizens Democracy Corps
 Citizens Network for Foreign Affairs, The
 Counterpart International, Inc.
 Direct Relief International
 Doctors Without Borders/Médecins Sans
 Frontières USA
 Global Links
 Heart to Heart International
 Hebrew Immigrant Aid Society
 Heifer International
 Institute of Cultural Affairs
 International Center for Research on Women
 International Executive Service Corps
 International Medical Corps
 International Relief and Development
 International Rescue Committee
 International Youth Foundation
 Jesuit Refugee Service/USA

Latter-day Saint Charities
MAP International
Northwest Medical Teams
Population Action International
Project HOPE
RESULTS
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
Volunteers in Technical Assistance
Winrock International
World Concern
World Vision (United States)
YMCA of the USA

United States

Academy for Educational Development
ACCION International
ADRA
Advocacy Institute
Aga Khan Foundation U.S.A.
American Friends Service Committee
American ORT
American Red Cross International Services
Ananda Marga Universal Relief Team
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Campaign for Tobacco-Free Kids
Centre for Development and Population
Activities, The
Child Health Foundation
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
Citizens Network for Foreign Affairs, The
Congressional Hunger Center
Direct Relief International
Doctors of the World, Inc.
End Hunger Network
Enersol Associates, Inc.
Enterprise Development International
Ethiopian Community Development Council
FINCA

Heart to Heart International
Hebrew Immigrant Aid Society
Heifer International
Holt International Children's Services
Institute of Cultural Affairs
InterAction: American Council for Voluntary
International Action
International Catholic Migration Commission
International Center for Research on Women
International Medical Services for Health
International Orthodox Christian Charities
International Reading Association
International Rescue Committee
International Youth Foundation
Islamic American Relief Agency USA
Jesuit Refugee Service/USA
Latter-day Saint Charities
Laubach Literacy International
MAP International
Mercy Corps
National Peace Corps Association
Oxfam America
Partners In Health
Partners of the Americas
Pearl S. Buck International
Physicians for Human Rights
Project Concern International
RESULTS
Save the Children
Southeast Asia Resource Action Center
Trickle Up Program, The
United Jewish Communities
United Methodist Committee on Relief
US Association for the UNHCR
Winrock International
Women's EDGE
World Education
World Vision (United States)
Zero Population Growth

Uruguay

Academy for Educational Development
American Jewish Joint Distribution Committee
American ORT

B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Church World Service
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA
Partners of the Americas
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Learning
YMCA of the USA

Uzbekistan

Academy for Educational Development
ADRA
Aid to Artisans
American Jewish Joint Distribution Committee
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Heart to Heart International
Latter-day Saint Charities
MAP International
Mercy Corps
Northwest Medical Teams
Project HOPE
US Association for the UNHCR
US Fund for UNICEF
Winrock International
World Concern

Vanuatu

Catholic Relief Services
Counterpart International, Inc.
Latter-day Saint Charities
US Fund for UNICEF

Venezuela

Academy for Educational Development
ACCION International
Action Against Hunger (USA)
ADRA
American Jewish Joint Distribution Committee
American Jewish World Service
American ORT
American Red Cross International Services
B'nai B'rith International
Baptist World Alliance/Baptist World Aid
Brother's Brother Foundation, The
Catholic Relief Services
Church World Service
Direct Relief International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Executive Service Corps
International Youth Foundation
Jesuit Refugee Service/USA
Latter-day Saint Charities
MAP International
Mercy Corps
Partners of the Americas
Presbyterian Disaster Assistance and Hunger
Program
Stop Hunger Now, Inc.
United Methodist Committee on Relief
US Association for the UNHCR
US Fund for UNICEF
World Resources Institute
World Vision (United States)
YMCA of the USA

Vietnam

Academy for Educational Development
ADRA
Aid to Artisans
American Friends Service Committee
American Red Cross International Services
Brother's Brother Foundation, The
Catholic Relief Services

Childreach/Plan
Church World Service
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Food for the Hungry
Health Volunteers Overseas
Heart to Heart International
Heifer International
Helen Keller Worldwide
Holt International Children's Services
International Development Enterprises
International Executive Service Corps
International Institute of Rural Reconstruction
International Voluntary Services, Inc.
International Youth Foundation
Latter-day Saint Charities
MAP International
Mobility International USA
Operation USA
Oxfam America
Pathfinder International
Pearl S. Buck International
Presbyterian Disaster Assistance and Hunger
Program
RELIEF International
Save the Children
Stop Hunger Now, Inc.
US Association for the UNHCR
US Fund for UNICEF
World Concern
World Resources Institute
World Vision (United States)

Virgin Islands

US Fund for UNICEF

**West Bank/Gaza (also see Gaza and
Palestine)**

Academy for Educational Development
ACDI/VOCA

Advocacy Institute
American Jewish World Service
American Near East Refugee Aid
America's Development Foundation
Catholic Relief Services
CARE
Church World Service
International Orthodox Christian Charities
Lutheran World Relief
Near East Foundation
Physicians For Peace
Save the Children
United Methodist Committee on Relief
US Fund for UNICEF
World Learning
World Vision (United States)
YMCA of the USA

Yemen

Academy for Educational Development
ADRA
American Jewish Joint Distribution Committee
CARE
Doctors Without Borders/Médecins Sans
Frontières USA
Heart to Heart International
MAP International
Physicians For Peace
US Association for the UNHCR
US Fund for UNICEF
World Learning

Yugoslavia

Academy for Educational Development
ADRA
Catholic Relief Services
Church World Service
CARE
Doctors of the World, Inc.
International Medical Corps
International Relief and Development
International Rescue Committee
Mercy Corps

Stop Hunger Now, Inc.
World Vision (United States)

Yugoslavia (including Kosovo, Montenegro, and/or Serbia)

Action Against Hunger (USA)
Advocacy Institute
American Jewish Joint Distribution Committee
American Red Cross International Services
Doctors Without Borders/Médecins Sans
Frontières USA
International Catholic Migration Commission
International Orthodox Christian Charities
International Youth Foundation
US Association for the UNHCR

Zaire

Stop Hunger Now, Inc.

Zambia

Academy for Educational Development
ADRA
Africare
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Catholic Medical Mission Board
Catholic Relief Services
Childreach/Plan
Christian Children's Fund
Christian Reformed World Relief Committee
Church World Service
CARE
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
FINCA
Heifer International
Institute of Cultural Affairs
International Center for Research on Women
International Development Enterprises
International Executive Service Corps
International Medical Corps

Jesuit Refugee Service/USA
Laubach Literacy International
MAP International
Margaret Sanger Center International
Mobility International USA
Opportunity International-U.S.
Pact
Pathfinder International
Presbyterian Disaster Assistance and Hunger
Program
Project Concern International
Salvation Army World Service Office, The
US Association for the UNHCR
US Fund for UNICEF
World Vision (United States)

Zanzibar

Medical Care Development International

Zimbabwe

Academy for Educational Development
ACCION International
ADRA
Africare
American Friends Service Committee
American Jewish World Service
American Red Cross International Services
Baptist World Alliance/Baptist World Aid
Catholic Relief Services
Childreach/Plan
Church World Service
Citizens Network for Foreign Affairs, The
CARE
Counterpart International, Inc.
Direct Relief International
Doctors Without Borders/Médecins Sans
Frontières USA
Global Links
Heart to Heart International
Heifer International
Institute of Cultural Affairs
Interchurch Medical Assistance, Inc.
International Catholic Migration Commission

International Executive Service Corps	Pact
Jesuit Refugee Service/USA	Presbyterian Disaster Assistance and Hunger
Latter-day Saint Charities	Program
Laubach Literacy International	Salvation Army World Service Office, The
MAP International	Solar Cookers International
Mobility International USA	Synergos Institute, The
National Council of Negro Women, Inc.	US Association for the UNHCR
Opportunities Industrialization Centers	US Fund for UNICEF
International	World Learning
Opportunity International-U.S.	World Vision (United States)
Oxfam America	

APPENDIX C

REGIONAL AND INTERGOVERNMENTAL ORGANIZATIONS

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

- | | | |
|-------|---|--|
| Annex | A | North Atlantic Treaty Organization |
| | B | International Committee of the Red Cross |
| | C | International Federation of Red Cross and Red Crescent Societies |
| | D | International Red Cross and Red Crescent Movement |
| | E | United Nations |
| | F | United Nations Children's Fund |
| | G | United Nations Office for the Coordination of Humanitarian Affairs |
| | H | United Nations Food and Agriculture Organization |
| | I | United Nations High Commissioner for Refugees |
| | J | United Nations World Food Programme |
| | K | United Nations World Health Organization |

ANNEX A TO APPENDIX C

NORTH ATLANTIC TREATY ORGANIZATION

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 the North Atlantic Treaty Organization's (NATO's) military structure, but remained a member of the Atlantic Alliance. The Czech Republic, Poland, and Hungary formally became members of the Alliance in March 1999. On 29 March 2004, Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia, and Slovenia became members of NATO. Today, the Alliance links 24 European countries with the United States and Canada. NATO is currently undergoing a comprehensive reorganization and current information can be obtained at: <http://www.nato.int/>.

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.

(1) 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.

(2) 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.

(3) 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.

(4) Facilitate appropriate coordination of members' efforts in fields of common concern.

(5) Provide deterrence and defense against any form of aggression against the territory of any NATO member state.

(6) Preserve the strategic balance within Europe.

d. To fulfill these tasks, member nations:

(1) Provide continuous consultation and cooperation in political, economic and other nonmilitary fields.

- (2) Formulate joint plans for the common defense.
- (3) Establish the infrastructure needed to enable military forces to operate.
- (4) Arrange joint training programs and exercises.
- (5) Coordinate communications needed to facilitate political consultation, C2 of military forces, and their logistic support.

2. NATO's Organizational Structure

a. **NATO HQ.** NATO's HQ in Brussels is the home of the North Atlantic Council (NAC). It houses permanent representatives (PERMREPs) 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.

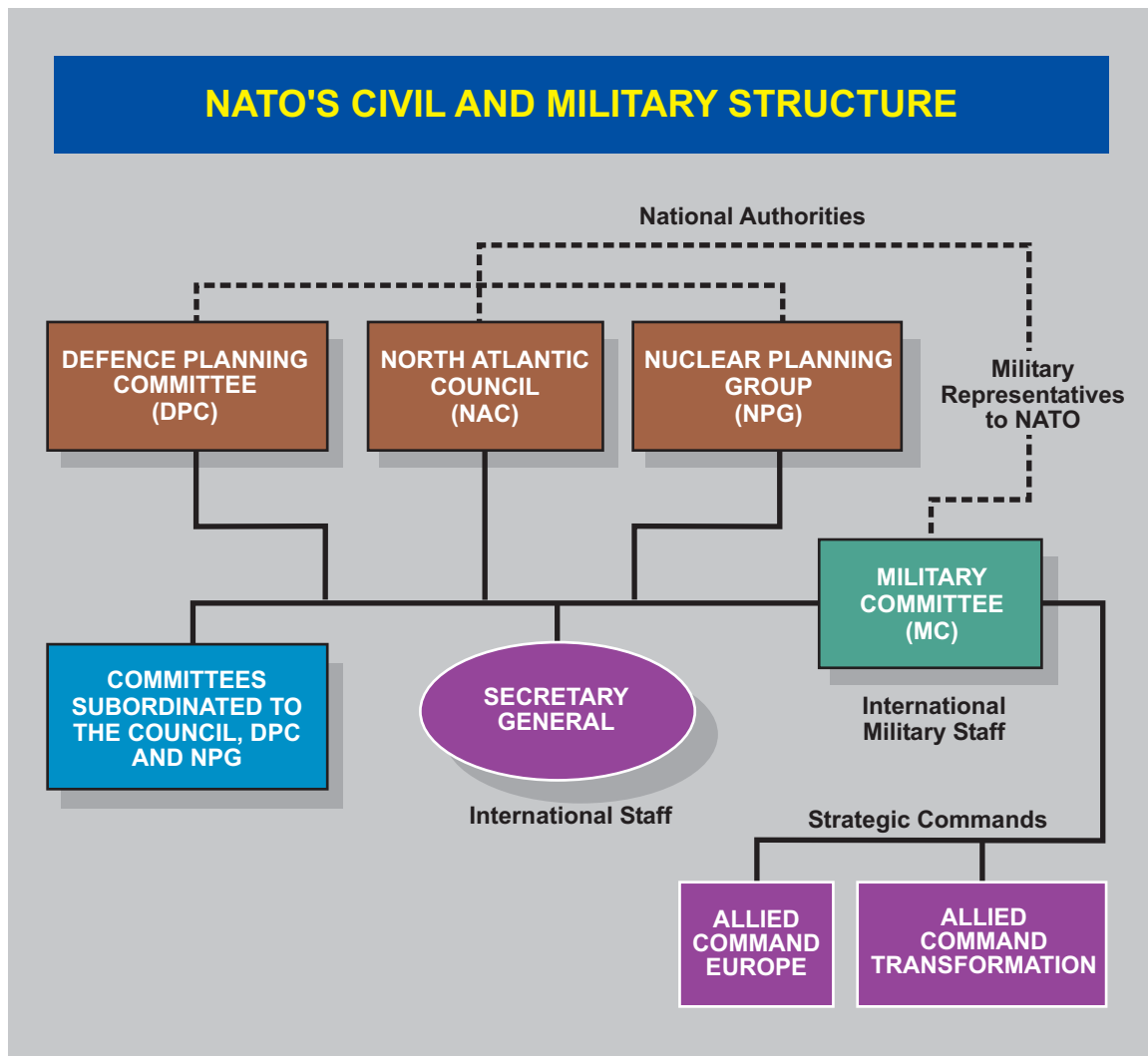


Figure C-A-1. North Atlantic Treaty Organization's Civil and Military Structure

b. **NAC.** The supreme authority of the Atlantic Alliance is the NAC, which has effective political authority and powers of decision and consists of PERMREPs of the twenty-six 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. **PERMREPs.** Each member nation is represented on the Council by an Ambassador or PERMREP 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 HQ 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 (DPC).** The DPC is normally composed of PERMREPs, 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**

(1) The Secretary General is a senior international statesman nominated by the member nations both as Chairman of the NAC, DPC, 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.

(2) 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 NAC 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 HQ 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**

(1) The Military Committee is the highest military authority in the Alliance and is responsible to the NAC, DPC, 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.

(2) 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.

(3) The Presidency of the Military Committee rotates annually among the nations in the order of the English alphabet.

(4) 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.

j. **International Military Staff**

(1) 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.

(2) 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.

(3) 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. 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

(1) 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.

(2) The strategic area covered by the North Atlantic Treaty is currently divided among two Major NATO Commands (European and Transformation) and a Regional Planning Group for Canada and the United States. Two regional commands are within Allied Command Europe, and are responsible for the Southern and Northern regions.

(3) 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.

3. NATO Command Structure

At their meeting on 12 June 2003, Alliance Defence Ministers agreed on the design of a new streamlined military command structure. It will be leaner, more flexible, more efficient, and better able to conduct the full range of Alliance missions.

a. Strategic Level

(1) At the strategic level, there will be only one command with operational responsibilities, Allied Command Operations commanded by Supreme Allied Commander, Europe, (SACEUR). It will perform the operational duties undertaken until now by Allied Command Europe and Allied Command Atlantic. SACEUR will continue to be dual-hatted as Commander US European Command. In addition, a new functional command, Allied Command

Transformation, commanded by the Supreme Allied Commander Transformation (SACT) will be established to take responsibility for promoting and overseeing the continuing transformation of Alliance forces and capabilities. SACT will be dual-hatted as Commander, US Joint Forces Command.

(2) **Allied Command Operations**, with its HQ, Supreme Headquarters Allied Powers Europe (SHAPE), near Mons, Belgium, will be responsible for all Alliance operations. The levels beneath SHAPE will be significantly streamlined, with a reduction in the number of HQ. The operational level will consist of two standing joint force commands, one in Brunssum, the Netherlands, and one in Naples, Italy - which can conduct operations from their static locations or provide a land-based combined joint task force (CJTF) HQ and a robust but more limited standing joint headquarters in Lisbon, Portugal, from which a deployable sea-based CJTF HQ capability can be drawn. The organizational structure of Allied Command Operations is depicted in Figure C-A-2.

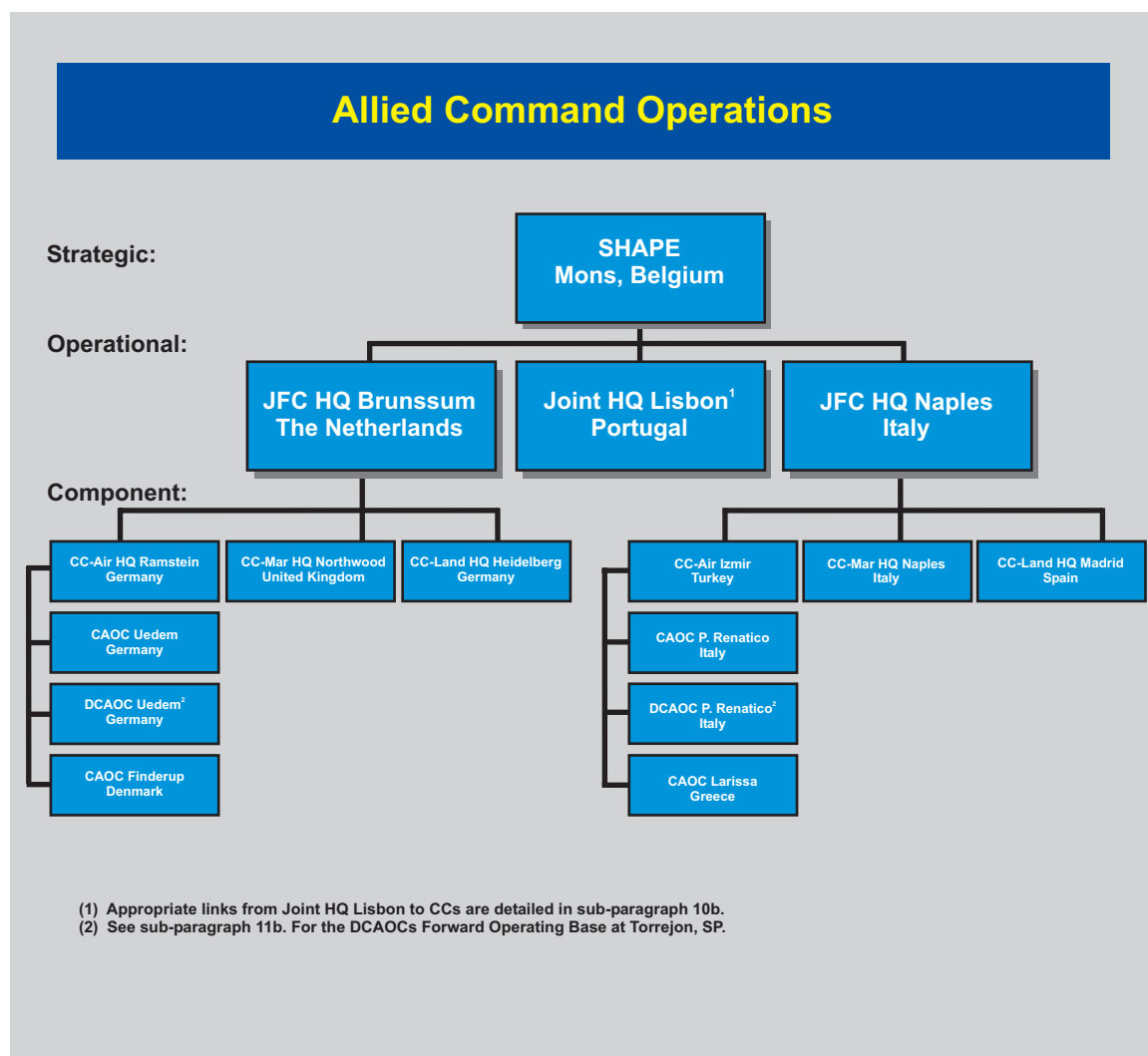


Figure C-A-2. Allied Command Operations

b. Component/Tactical Level

(1) The component or tactical level will consist of six joint force component commands which will provide Service-specific — land, maritime, or air — expertise to the operational level. Although these component commands will be available for use in any operation, they will be subordinated to one of the JFCs. For the joint force command in Brunssum, there will be an air component command at Ramstein, Germany; a maritime component command at Northwood in the United Kingdom; and a land component command at Heidelberg, Germany. For the joint force command in Naples, there will be an air component command at Izmir, Turkey; a maritime component command in Naples; and a land component command at Madrid, Spain.

(2) In addition to these component commands, there will be four static combined air operations centres (CAOCs) — in Uedem, Germany; Finderup, Denmark; Poggio Renatico, Italy; and Larissa, Greece; and two deployable CAOCs — in Uedem and Poggio Renatico. As the deployable CAOCs will need to exercise their capability to mobilize and deploy, the current facilities at Torrejon Air Base in Spain would be the primary site for training and exercising in that region. A small NATO air facility support staff would be stationed at Torrejon to support this capability.

c. Transformation Command

(1) **Allied Command Transformation (ACT)**, with its HQ in Norfolk, US, will oversee the transformation of NATO's military capabilities. In doing so, it will enhance training, improve capabilities, test and develop doctrines and conduct experiments to assess new concepts. It will also facilitate the dissemination and introduction of new concepts and promote interoperability. The organizational structure of ACT is depicted in Figure C-A-3.

(2) There will be an ACT Staff Element in Belgium primarily for resource and defence planning issues.

(3) ACT will include the Joint Warfare Centre in Norway, a new Joint Force Training Centre in Poland and the Joint Analysis and Lessons Learned Centre in Portugal. ACT HQ will also supervise the Undersea Research Centre in La Spezia, Italy. There will be direct linkages between ACT, Alliance schools and NATO agencies, as well as the US Joint Forces Command. A NATO Maritime Interdiction Operational Training Centre in Greece, associated with ACT, is also envisaged. In addition, a number of nationally- or multinationally-sponsored Centres of Excellence focused on transformation in specific military fields will support the command.

d. In sum, compared with the present military command structure, the new structure implies the following key changes:

(1) At the strategic command level, reduction from the present two operational strategic commands to only one, but creation of a functional strategic command for transformation;

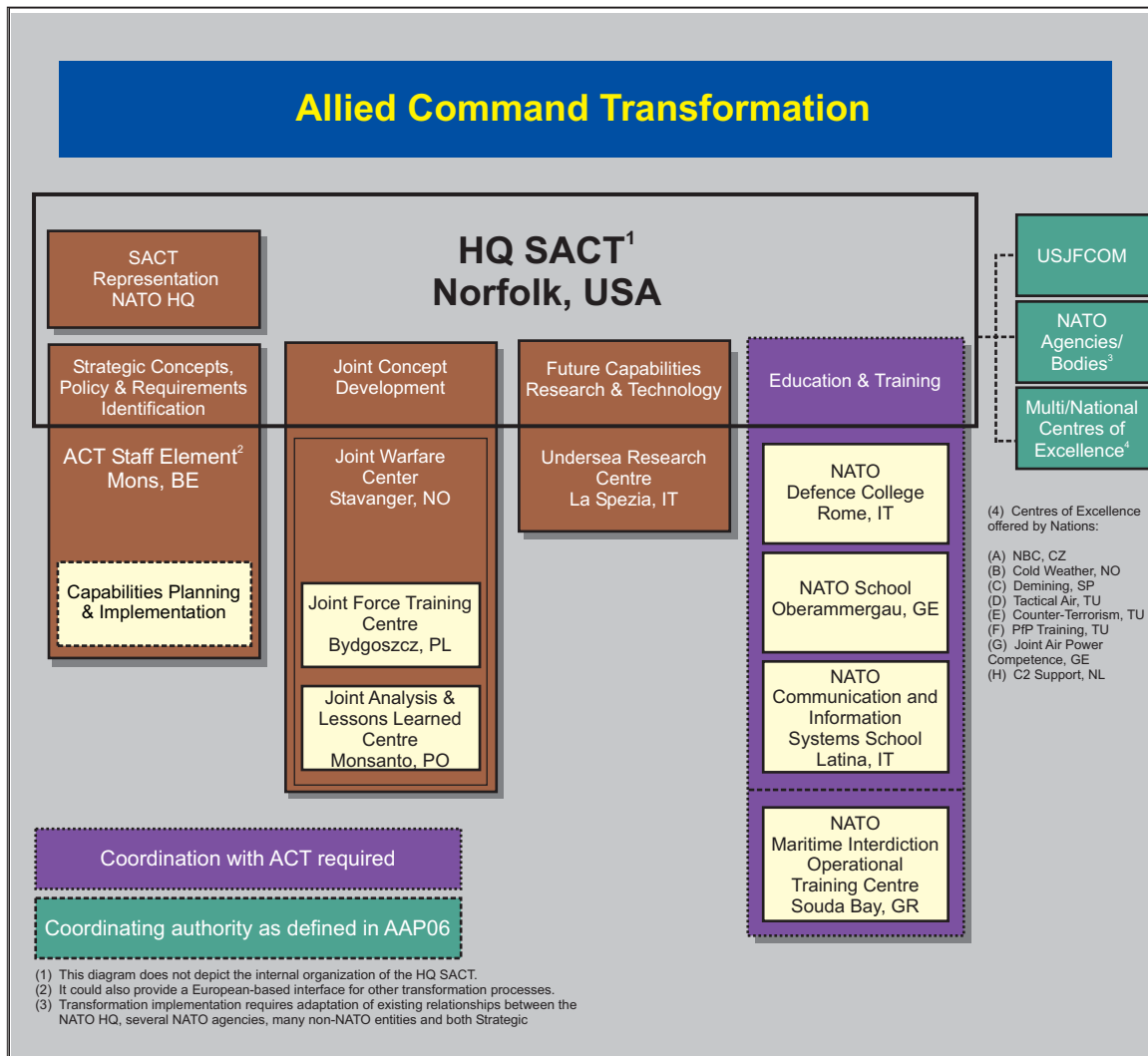


Figure C-A-3. Allied Command Transformation

(2) Below the strategic command level, the present five operational regional commands will be reduced to two joint force commands, and a joint HQ; the present thirteen operational subordinate commands will be reduced to only six;

(3) This means a total reduction from twenty to eleven command HQ.

(4) In addition, the number of CAOCs is reduced from ten to six (4 static and 2 deployable).

4. Combined Joint Task Force Concept

a. Should a crisis occur, the NAC might consider the formation of a CJTF composed of forces drawn from member states. A CJTF is a multinational (combined) and joint task force, task organized and formed for the full range of Alliance's military missions, which the commander,

CJTF commands from a multinational and joint HQ. The joint task force may include elements from non-NATO troop contributing nations.

b. The purpose of creating an Alliance CJTF capability is to:

(1) Provide the Alliance with flexible and efficient means to generate, at short notice, rapidly deployable combined and joint task forces, with dedicated command and control capability.

(2) Facilitate operations in concert with Partners and other non-NATO nations in situations not related to collective defense.

(3) Enable the Alliance, based on the principle of ‘separable but not separate capabilities’, to support the development of European Security & Defense Identity within the Alliance by the provision of a CJTF HQ and associated capabilities or elements thereof for operations under the political control and strategic direction of the Western European Union or as otherwise agreed.

For additional information on NATO’s CJTF concept, see Allied Joint Publication 01(B), Allied Joint Doctrine.

5. Non-Article 5 Operations (Out of Area)

a. The Alliance’s Strategic Concept fully describes the Alliance’s continuing focus on preserving the territorial integrity of the member states. More recent ministerial communiqués 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.” These three efforts portray an expansion of NATO’s concept of a broader approach to security.

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ANNEX B TO APPENDIX C

INTERNATIONAL COMMITTEE OF THE RED CROSS

1. Overview

Formed in 1863, the ICRC is a private, independent humanitarian institution, not a multinational organization, composed exclusively of Swiss nationals.

2. Authority and Responsibilities

a. 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.

b. 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.

c. 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 (IFRC) 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 HQ'

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.

NOTE: The US is signatory to the Geneva Conventions of 1949, but the US is not signatory to the two additional Protocols of 1977. The US recognized the Law of Armed Conflict.

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

1. Overview

Founded in 1919 as the League of Red Cross Societies, the IFRC 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.
- 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 ICRC, the recognized National Societies, and the IFRC (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 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

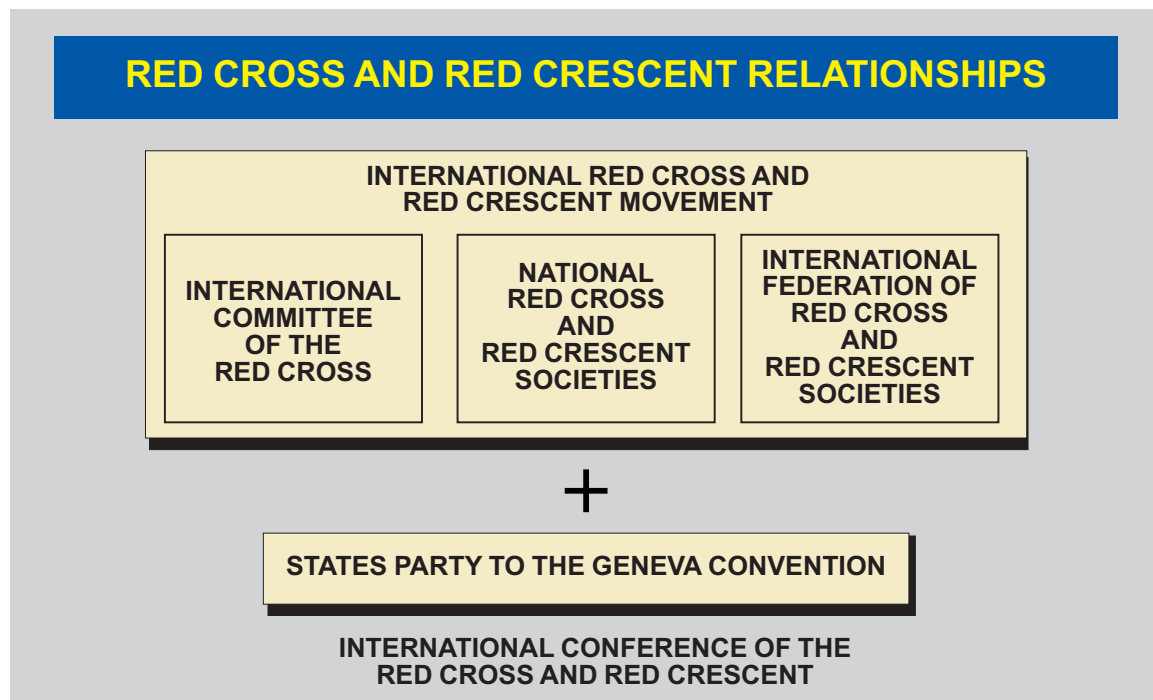


Figure C-D-1. Red Cross and Red Crescent Relationships

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

a. 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 (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.

b. 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 cardio-pulmonary resuscitation, first aid, lifeguard training, and swimming; blood, blood products, and tissue services; and HIV/AIDS education.

c. 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 IFRC (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 MDA (Red Shield of David) humanitarian society in Israel.

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ANNEX E TO APPENDIX C

UNITED NATIONS

1. Introduction

a. The UN 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.

b. The name United Nations was devised by President Franklin D. Roosevelt and was first used in the Washington Declaration by the UN 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.

c. The number of member countries of the UN has risen from the original 51 to 191, including practically all independent nations in the world; the only notable exceptions are 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

a. 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

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

introduced so far have related to the expansion of two main organs, the Security Council and the Economic and Social Council.

b. Amendment to Article 23 enlarges the membership of the Security Council from eleven to fifteen.

c. 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.

d. 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.

e. 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

a. 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.

b. **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.

(1) The General Assembly is empowered to discuss any matter within the scope of 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.

(2) 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.

(3) An elaborate structure of committees and subsidiary organs is required to enable the General Assembly to carry out its wide range of functions.

(a) 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.

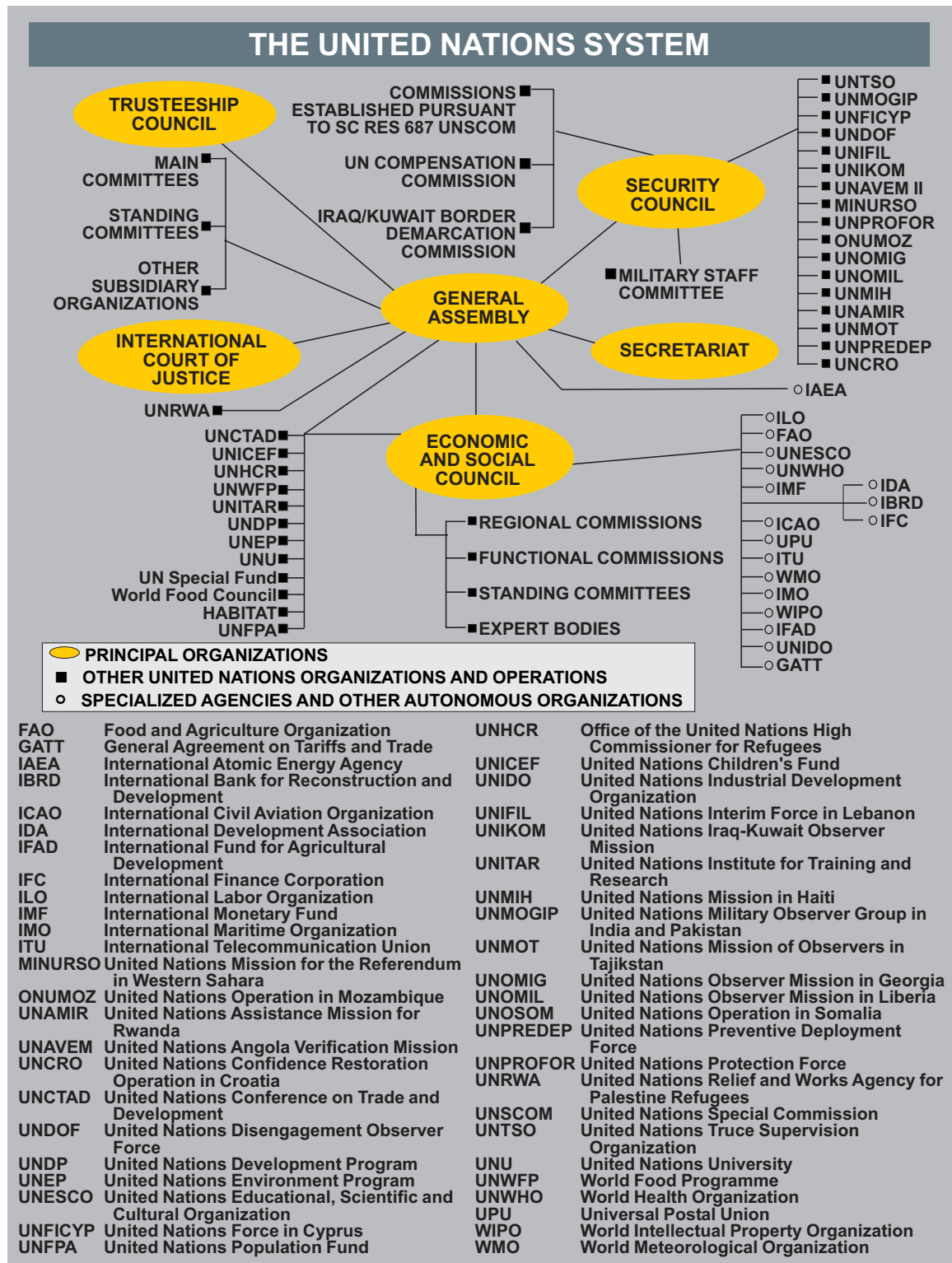


Figure C-E-2. The United Nations System

4. Social, humanitarian, and cultural matters.

5. Decolonization and regional cooperation.

6. Administration, management, program planning, and budget items.

7. Legal affairs.

(b) 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.

5. Many subsidiary and ad hoc bodies to deal with specific matters such as terrorism, international law, and world food shortages.

c. **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, 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.

(1) 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.

(2) 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:

(a) To maintain international peace and security in accordance with the Charter.

(b) To investigate disputes that might lead to international friction and recommending appropriate terms of settlement.

(c) To determine the existence of threats to peace or acts of aggression and to make recommendations or decide what actions need to be taken.

(d) To call on members to apply economic sanctions and other measures not involving the use of force to prevent or stop aggression.

(e) To take military action against an aggressor.

(f) To formulate plans for establishing a system to regulate arms.

(g) To exercise trusteeship functions in strategic areas.

(h) To recommend the admission of new members.

(i) To recommend the appointment of the Secretary General and, together with the Assembly, elect judges of the International Court of Justice.

(3) 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.

(4) 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:

(a) The Committee of Experts on Rules of Procedure.

(b) The Committee on Council Meetings Away from Headquarters.

(c) The Committee on the Admission of New Members.

(5) 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.

d. **Department of Peacekeeping Operations.** The drafters of the UN Charter envisioned that the Security Council, through its Military Staff Committee, would manage peacekeeping operations. However, due to the political dynamics of the Cold War, the Military Staff Committee

never became an operational body for the supervision of the UN military operations. Filling this void, the Secretariat was forced to improvise and create an executive arm to plan and manage Security Council-directed peacekeeping operations. The Department of Peacekeeping Operations (DPKO) was created in 1992. This was significant because it was both a policy and operational department. The department, staffed with over 300 personnel including active duty logistics, mission planning, military advice, civilian police training and planning, peacekeeping training, and current operations all under one roof. The mission of the DPKO is the management and support of UN peacekeeping operations authorized by the Security Council and General Assembly. DPKO is part of the Secretariat and provides day-to-day management of ongoing peacekeeping operations, logistic support, and political military advice and plans for further operations. DPKO's responsibility begins with the early planning stages and continues through the establishment and conduct of a peacekeeping operation, its eventual closure, and liquidation. A 24-hour situation center has been established in the main Secretariat building at UN HQ to help the Secretariat monitor operations worldwide.

e. **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:

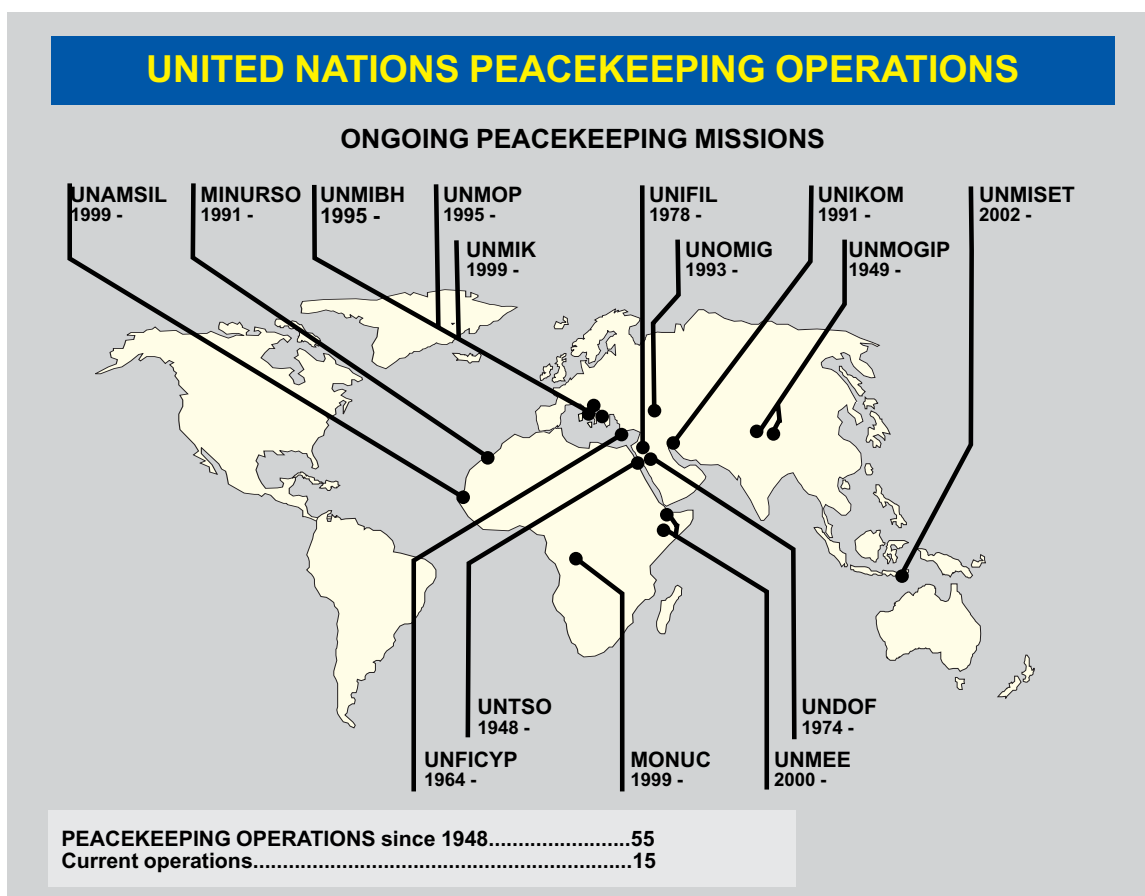


Figure C-E-3. United Nations Peacekeeping Operations

UNITED NATIONS PEACEKEEPING OPERATIONS (cont'd)					
BEGAN		NAME OF FORCE	PLACE	PEOPLE	ANNUAL COST
Jun	1948	UN Truce Supervision Organization (UNTSO)	Jerusalem	367	\$ 23m
Jan	1949	UN Military Observer Group in India and Pakistan (UNMOGIP)	Kashmir	114	\$ 6m
Mar	1964	UN Force in Cyprus (UNFICYP)	Cyprus	1,382	\$ 46m
Jun	1974	UN Disengagement Observer Force (UNDOF)	Golan Heights	1,157	\$ 41m
Mar	1978	UN Interim Force in Lebanon (UNIFIL)	Lebanon	3,701	\$ 117m
Apr	1991	UN Iraq-Kuwait Observation Mission (UNIKOM)	Iraq and Kuwait	1,329	\$ 35m
Sep	1991	UN Mission for the Referendum in Western Sahara (MINURSO)	Western Sahara	535	\$ 43m
Aug	1993	UN Observer Mission in Georgia (UNOMIG)	Georgia	371	\$ 33m
Dec	1995	UN Mission in Bosnia and Herzegovina (UNMIBH)	Bosnia	3,093	\$ 82m
Jan	1996	UN Mission of Observers in Prevlaka (UNMOP)	Croatia	36	Budget in UNMIBH \$ 345m
Jun	1999	UN Interim Administration Mission in Kosovo (UNMIK)	Kosovo	9,030	\$ 699m
Dec	1999	UN Mission in Sierra Leone (UNAMSIL)	Sierra Leone	18,185	\$ 609m
Dec	1999	UN Organization Mission in the Democratic Republic of the Congo (MONUC)	Democratic Republic of the Congo	5,289	\$ 231m
Jul	2000	UN Mission in Ethiopia and Eritrea (UNMEE)	Ethiopia	4,607	\$ 305m
May	2002	UN Mission of Support in East Timor (UNMISET)	East Timor	6,868	

Figure C-E-3. United Nations Peacekeeping Operations (cont'd)

(1) **UN 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.

(2) **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.

(3) **Neutral Nations Supervisory Commission in Korea.** This Commission was established as an independent fact-finding study group that reports to the Military Armistice Commission.

(4) **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.

(5) **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.

(6) **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.

f. **Economic and Social Council (ECOSOC).** The ECOSOC, 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.

(1) To make studies of, and reports and recommendations on, world cooperation in economic, social, cultural, educational, and humanitarian matters.

(2) To make recommendations that promote respect for, and observance of, human rights and fundamental freedoms.

(3) To convene international conferences and prepare draft conventions that pertain to General Assembly matters.

(4) To negotiate agreements with the specialized agencies, defining their relationship with the UN.

(5) To address recommendations to the specialized agencies, the General Assembly and members of the UN.

(6) To perform services, approved by the General Assembly, for members of the UN and, upon request, for the specialized agencies.

(7) To make arrangements for consultation with NGOs that are concerned with ECOSOC matters.

g. **Related Organizations and Programs.** A number of special bodies have been set up by the UN. These include:

(1) Office of the UN High Commissioner for Refugees (UNHCR).

(2) UN Development Programme (UNDP).

(3) UN Children's Fund (UNICEF).

(4) UN Conference on Trade and Development (UNCTAD).

ECONOMIC AND SOCIAL COUNCIL 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 Development - o Commission on Crime Prevention and Criminal Justice - o Commission on Transnational Corporations - o Commission on Human Settlements	
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 Organizations

- (5) UN Capital Development Fund.
- (6) UN Environment Program (UNEP).
- (7) UN Population Fund.
- (8) UN Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).
- (9) UN International Drug Control Program.
- (10) UN Institute for Training and Research (UNITAR).

(11) UN University.

(12) World Food Council.

(13) World Food Programme (WFP).

h. **Trusteeship Council.** The Trusteeship Council bears prime responsibility for supervising the administration of territories placed under the International Trusteeship 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.

i. **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.

(1) The International Court is not authorized to hear cases brought by individuals. Only UN member nations and Nauru 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.

(2) 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.

j. **Secretariat and Secretary General.** The general administration of the UN 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.

(1) 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.

(2) The Office of the Secretary General currently includes:

- (a) Department of Management.
- (b) Department for Peacekeeping Operations.
- (c) Department for General Assembly Affairs and Conference Services.
- (d) Department of Economic and Social Affairs.
- (e) Department of Disarmament.
- (f) Department of Political Affairs.
- (g) Department of Public Information.
- (h) Office for the Coordination of Humanitarian Affairs.
- (i) Office of Internal Oversight Services.
- (j) Office of Legal Affairs.

(3) 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 Labour 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.
- f. WHO.
- g. Universal Postal Union.

- h. International Telecommunication Union.
- i. International Atomic Energy Agency.
- 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.
- r. World Tourism Organization.

6. Chapter VI and Chapter VII Operations

a. 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.

b. **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.

c. **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; 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

a. UN Peace operations as they are emerging today are different from those that took place during the Cold War.

b. 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 UN. 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.

c. 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.

For further information on types of peace operations envisioned for US military forces, refer to Joint Publication (JP) 3-07.3, Joint Tactics, Techniques, and Procedures for Peace Operations.

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 from 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.

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ANNEX F TO APPENDIX C

UNITED NATIONS CHILDREN'S FUND

1. Overview

Founded in 1946 as a temporary body to provide emergency assistance to children in Europe and China following World War II, UNICEF is a semi-autonomous agency of the UN 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 and NGOs.

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 HQ 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.

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, ILO, International Reference Center for Water and Sanitation at The Hague,

German Agency for Technical Cooperation, USAID, 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 WFP, upholds the humanitarian principles of neutrality and impartiality when the UN 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.

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ANNEX G TO APPENDIX C

UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS

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). In 1997, the Secretary General reorganized by creating the Office for the Coordination of Humanitarian Affairs (OCHA). The creation of OCHA was based on a 1996 General Assembly resolution calling on the UN to act as the overall coordinator of humanitarian assistance provided by UN agencies and by NGOs.

2. Authority and Responsibilities

a. OCHA's mission is to coordinate international relief assistance during humanitarian emergencies related to conflicts or following natural disasters. At the international level, OCHA works with UN agencies, bilateral donors and NGOs to prevent overlap or gaps in the provision of assistance when a conflict affects civilian populations or when a natural disaster strikes. At UN HQ in New York, OCHA works through the UN Interagency Standing Committee (IASC) and through the Executive Committee for Humanitarian Affairs (ECHA), composed of UN humanitarian and political agencies. In the field, the Resident Coordinator or the Humanitarian Coordinator plans operational responses to humanitarian emergencies and coordinates the actions on the ground. OCHA uses the Central Emergency Revolving Fund (CERF) as a quick source of emergency funding, and the Consolidated Appeals Process (CAP) as an annual financial planning exercise to raise funds for ongoing emergencies.

b. The IASC 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, ICRC, IFRC, 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 and UN departments are invited to participate in IASC discussions on an ad hoc basis.

c. **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 OCHA. UN agencies draw

on the CERF and repay the advances they receive as donors respond to their own fund raising efforts.

d. **Consolidated Appeals Process.** The CAP exercise requires UN agencies in country to establish their funding priorities and present a unified, prioritized funding request to donor countries. CAPs are presented annually, usually in November or December in Geneva and cover all countries with ongoing humanitarian emergencies.

3. Organizational Structure

OCHA is headquartered in New York, with a small Policy staff, and an Emergency Liaison Branch divided into geographical sections. OCHA-NY is concerned with policy decisions about humanitarian responses and the coordination of agencies. OCHA's Geneva office is the operational section. All funding requests and donations are handled by Geneva as are issues of the deployment of personnel to humanitarian emergency sites. OCHA's Disaster Mitigation Branch, also in Geneva, is the office that handles natural disaster responses.

4. Capabilities and Core Competencies

OCHA's capabilities include the following:

- a. To arrange the mission assessment and coordination support to governments. 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.
- 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 OCHA and other UN agencies. 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.
- c. To collect and share information and provide independent and reliable telecommunications links on short notice.
- d. 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.
- e. To operate the International Search and Rescue Advisory Group, the UN Disaster Assessment and Coordination Stand-by Teams, and the IDNDR.
- f. To provide country-specific training on disaster management.

g. To maintain centralized information management systems for humanitarian emergencies (Relief Web, the Integrated Regional Information Networks).

h. To maintain the Central Register of Disaster Management Capacities, including the Register of Emergency Stockpiles, which indicates:

(1) Available disaster relief items, including data on 50 emergency stockpiles run by different humanitarian organizations.

(2) Disaster management expertise.

(3) Military and civil defense assets (MCDA) available for international disaster relief assistance.

5. Interagency Relationships

a. OCHA has close interagency relationships with a variety of forums, but especially through the IASC, the CAP, and the ECHA. Through the ECHA, OCHA maintains close contact with the Department of Political Affairs and UN DPKO with regard to security, political and humanitarian dimensions of complex emergencies to promote joint policy planning, and coordination. OCHA coordinates operational organizations of the UN system (like UNICEF and WFP) and other humanitarian agencies. In the event of a complex emergency, the UN Emergency Relief Coordinator, OCHA under the Secretary General, consults with IASC members before either confirming the Resident Coordinator as Humanitarian Coordinator or designating another official to perform that function. A small UN Assessment Team is rapidly deployed, often with an OCHA Relief Coordination Mission, following sudden natural disasters.

b. OCHA works closely with NGOs as indispensable implementers of emergency programs. OCHA operates under the assumption that NGOs often have more detailed knowledge of and are closer to affected populations, and should therefore be part of the overall coordination effort.

c. OCHA realizes that the use of MCDA contributes significantly to disaster relief. OCHA 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, OCHA 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

1. Overview

The FAO of the UN 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

a. 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.

b. The FAO's four main tasks are to:

(1) Carry out a major program of technical advice and assistance for the agricultural community on behalf of governments and development-funding agencies.

(2) Collect, analyze, and disseminate information.

(3) Advise governments on policy and planning.

(4) Provide opportunities for governments to meet and discuss food and agricultural problems.

3. Organizational Structure

FAO HQ 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 HQ 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, DC, while the Liaison Office with the UN is at UN HQ 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 subregional institutions. The World Bank is the single most important source of financing for investment projects prepared by the FAO.

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ANNEX I TO APPENDIX C

UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

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, DC (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, and NGOs have become increasingly important. UNHCR draws on the expertise of other UN organizations in matters such as food production (FAO), health measures (WHO), education (UN Educational, Scientific and Cultural Organization), child welfare, and vocational training (ILO). 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

1. Overview

Founded in 1963, the WFP is the food aid organization of the UN. 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. Final distribution to beneficiaries is undertaken either by government agencies or local and international NGOs.

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 benefiting 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

- a. WFP cooperates with other UN agencies, NGOs, and regional and international organizations. WFP also works with the international financial institutions (especially the World Bank) and bilateral agencies.
- b. WFP collaborates with several hundred NGOs in emergencies to get food through to the needy. NGOs are often contracted to transport and distribute food. Special measures have been emphasized to form stronger partnerships with NGOs. These include more formal arrangements in countries where collaboration with NGOs 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.
- c. Particularly close interagency coordination has been established with the UN Department of Humanitarian Affairs and with the UNHCR in responding to emergency situations. WFP actively participates in OCHA-led meetings, particularly the InterAgency Standing Committee and the IASC Working Group. WFP also strongly supports OCHA through the temporary

assignment of senior emergency management staff to OCHA's New York and Geneva offices, participation in OCHA's Consolidated Appeals Process and in OCHA-led interagency assessment missions, and the use of OCHA's Central Emergency Revolving Fund.

d. 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.

e. 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.

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ANNEX K TO APPENDIX C

UNITED NATIONS WORLD HEALTH ORGANIZATION

1. Overview

The WHO 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 UN's 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:

- (1) To act as the directing and coordinating authority on international health work.
- (2) To ensure valid and productive technical cooperation for health among member states.
- (3) To promote research.

b. WHO's responsibilities include the following:

- (1) To assist governments, upon request, in strengthening health services.
- (2) To establish and maintain such administrative and technical services as may be required, including epidemiological and statistical services.
- (3) To provide information, counsel, and assistance in the field of health.
- (4) To stimulate the eradication of epidemic, endemic, and other diseases.
- (5) To promote improved nutrition, housing, sanitation, working conditions, and other aspects of environmental hygiene.
- (6) To promote cooperation among scientific and professional groups which contribute to the enhancement of health.
- (7) To propose international conventions and agreements on health matters.
- (8) To promote and conduct research in the field of health.
- (9) To develop international standards for food, biological, and pharmaceutical products.

(10) To assist in developing an informed public opinion among all peoples on matters of health.

3. Organizational Structure

a. 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).

b. 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.

c. The six Regional Offices are:

(1) Africa (Regional Office for Africa; Brazzaville, Congo).

(2) Americas (Regional Office for the Americas/Pan American Health Organization; Washington, DC).

(3) South-East Asia (Regional Office for South-East Asia; New Delhi, India).

(4) Europe (Regional Office for Europe; Copenhagen, Denmark).

(5) Eastern Mediterranean (Regional Office for the Eastern Mediterranean; Alexandria, Egypt).

(6) 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 the UN system early warning of disasters.
- 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

- a. 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.
- b. 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:

(1) UN Children's Fund.

(2) UNEP.

(3) IAEA.

(4) ILO.

(5) International Programme on Chemical Safety.

(6) FAO of the UN and the Joint FAO/WHO Meeting on Pesticide Residues.

(7) The Joint WHO/FAO Codex Alimentarius Commission that ensures the safety of food moving in trade and provides guidelines for national food control.

c. WHO maintains close working relationships with NGOs. Some 160 NGOs 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.

APPENDIX D

REFERENCES

The development of JP 3-08 is based upon the following primary references.

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9. National Military Strategy of the United States of America: Joint Chiefs of Staff.
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11. National Strategy for Physical Protection of Critical Infrastructure and Key Assets, February 2003.
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15. DODD 1100.20, *Support and Services for Eligible Organizations and Activities Outside the Department of Defense*.
16. DODD 2000.13, *Civil Affairs*.
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19. DODD 3025.15, *Military Assistance to Civil Authorities*.
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37. JP 0-2, *Unified Action Armed Forces (UNAAF)*.
38. JP 1-01, *Joint Doctrine Development System*.
39. JP 1-02, *DOD Dictionary of Military and Associated Terms*.
40. JP 2-0, *Doctrine for Intelligence Support to Joint Operations*.
41. JP 3-0, *Doctrine for Joint Operations*.
42. JP 3-05, *Doctrine for Joint Special Operations*.
43. JP 3-07, *Joint Doctrine for Military Operations Other Than War*.
44. JP 3-07.1, *Joint Tactics, Techniques, and Procedures for Foreign Internal Defense, (FID)*.
45. JP 3-07.2, *Joint Tactics, Techniques, and Procedures for Antiterrorism*.
46. JP 3-07.3, *Joint Tactics, Techniques, and Procedures for Peace Operations*.
47. JP 3-07.4, *Joint Counterdrug Operations*.
48. JP 3-07.5, *Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations*.
49. JP 3-07.6, *Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance*.
50. JP 3-11, *Joint Doctrine for Operations in Nuclear, Biological, and Chemical (NBC) Environments*.
51. JP 3-13, *Joint Doctrine for Information Operations*.
52. JP 3-16, *Joint Doctrine for Multinational Operations*.
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54. JP 3-26.1, *Joint Doctrine for Homeland Defense* (in development).
55. JP 3-26.2, *Joint Doctrine for Civil Support* (in development).
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APPENDIX E
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication to: Commander, United States Joint Forces Command, Joint Warfighting Center, ATTN: Doctrine and Education Group, 116 Lake View Parkway, Suffolk, VA 23435-2697. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

The lead agent for this publication is the US Navy. The Joint Staff doctrine sponsor for this publication is the Director for Strategic Plans and Policy (J-5).

3. Supersession

This publication supersedes JP 3-08, 9 October 1996, *Interagency Coordination During Joint Operations*.

4. Change Recommendations

a. Recommendations for urgent changes to this publication should be submitted:

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Routine changes should be submitted electronically to Commander, Joint Warfighting Center, Doctrine and Education Group and info the Lead Agent and the Director for Operational Plans and Joint Force Development J-7/JEDD via the CJCS JEL at <http://www.dtic.mi./doctrine>.

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c. Record of Changes:

CHANGE NUMBER	COPY NUMBER	DATE OF CHANGE	DATE ENTERED	POSTED BY	REMARKS

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GLOSSARY

PART I — ABBREVIATIONS AND ACRONYMS

ACT	Allied Command Transformation
AFI	Air Force instruction
AIDS	acquired immune deficiency syndrome
AR	Army regulation
ATF	Bureau of Alcohol, Tobacco and Firearms (TREAS)
C2	command and control
CAP	Consolidated Appeals Process (UN)
CAOC	combined air operations center
CERF	Central Emergency Revolving Fund (UN)
CFA	Committee on Food Aid Policies and Programmes (UN)
CI	counterintelligence
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJTF	combined joint task force
COM	chief of mission
CONUS	continental United States
DA	Development Assistance
DART	disaster assistance response team
DCI	Director of Central Intelligence
DDCI	Deputy Director of Central Intelligence (CIA)
DDO	Deputy Director for Operations (CIA)
DEA	Drug Enforcement Administration
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DOC	Department of Commerce
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOE	Department of Energy
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
DPC	Defense Planning Committee (NATO)
DPKO	Department of Peacekeeping Operations
ECHA	Executive Committee for Humanitarian Affairs
ECOSOC	Economic and Social Council (UN)
EO	executive order
EPA	Environmental Protection Agency (USG)

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
FEMA	Federal Emergency Management Agency
FHA	Federal Highway Administration
FM	field manual (Army)
FRA	Federal Railroad Administration (DOT)
FRMAC	Federal Radiological Monitoring and Assessment Center (DOE)
FRP	Federal response plan (USG)
HIV	human immuno-deficiency virus
HQ	headquarters
HUMINT	human intelligence
IAEA	International Atomic Energy Agency (UN)
IASC	Interagency Standing Committee (UN)
ICD	International Cooperation and Development Program (USDA)
ICITAP	International Crime Investigative Training Assistance Program (DOJ)
ICRC	International Committee of the Red Cross
IDNDR	International Decade for Natural Disaster Reduction (UN)
IFRC	International Federation of Red Cross and Red Crescent Societies
IGO	intergovernmental organization
ILO	International Labour Organization (UN)
INTERPOL	International Criminal Police Organization
INTERPOL-USNCB	International Criminal Police Organization United States National Central Bureau (DOJ)
JCS	Joint Chiefs of Staff
JFC	joint force commander
JP	joint publication
MCDA	military and civil defense assets (UN)
MDA	Magen David Adom (Israeli equivalent of the Red Cross)
NAC	North Atlantic Council (NATO)
NATO	North Atlantic Treaty Organization
NESDIS	National Environmental Satellite, Data and Information Service (DOC)

NFIP	National Foreign Intelligence Program (CIA); National Flood Insurance Program (FEMA)
NGA	National Geospatial-Intelligence Agency
NGO	nongovernmental organization
NIC	National Intelligence Council
NIST	national intelligence support team
NOAA	National Oceanic and Atmospheric Administration
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NSC	National Security Council
NSC/DC	National Security Council/Deputies Committee
NSC/PC	National Security Council/Principals Committee
NWS	National Weather Service
OCHA	Office for the Coordination of Humanitarian Affairs (UN)
OCONUS	outside the continental United States
OFDA	Office of Foreign Disaster Assistance
OMA	Office of Military Affairs (CAI)
OSD	Office of the Secretary of Defense
PCC	policy coordinating committee
PDA	preliminary damage assessment
PERMREP	permanent representative (NATO)
PM	political-military affairs
RAP	Radiological Assistance Program (DOE)
REAC/TS	radiation emergency assistance center/training site (DOE)
RRF	Ready Reserve Force
SACEUR	Supreme Allied Commander, Europe (NATO)
SACT	Supreme Allied Commander Transformation
SecDef	Secretary of Defense
SHAPE	Supreme Headquarters Allied Powers, Europe (NATO)
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations development programme
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
USAID	United States Agency for International Development
USC	United States Code

Glossary

USCG	United States Coast Guard
USCIS	US Citizenship and Immigration Services
USDA	United States Department of Agriculture
USG	United States Government
USMS	United States Marshals Service (TREAS)
USSS	United States Secret Service (TREAS)
WFP	World Food Programme (UN)
WHO	World Health Organization (UN)

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. (JP 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. (JP 1-02)

civil affairs. Designated Active and Reserve component forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations. Also called CA. (JP 1-02)

civil affairs activities. Activities performed or supported by civil affairs that (1) enhance the relationship between military forces and civil authorities in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civil government, to enhance conduct of civil-military operations. (JP 1-02)

civil-military operations. The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national 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. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces. Also called CMO. (JP 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, and regional and intergovernmental organizations. There is no established structure, and its size and composition are situation dependent. Also called CMOC. See also civil affairs activities; civil-military operations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

civil support. Department of Defense support to US civil authorities for domestic emergencies, and for designated law enforcement and other activities. Also called CS. (JP 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. See also combatant commander, operational control. (JP 1-02)

combatant commander. A commander of one of the unified or specified combatant commands established by the President. (JP 1-02)

combating 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. Also called CBT. (JP 1-02)

combat support. Fire support and operational assistance provided to combat elements. Also called CS. (JP 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.) (JP 1-02)

complex contingency operations. Large-scale peace operations (or elements thereof) conducted by a combination of military forces and nonmilitary organizations that involve one or more of the elements of peace operations that include one or more elements of other types of operations such as foreign humanitarian assistance, nation assistance, support to insurgency, or support to counterinsurgency. Also called CCO. See also peace operations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

consequence management. Actions taken to maintain or restore essential services and manage and mitigate problems resulting from disasters and catastrophes, including natural, manmade, or terrorist incidents. Also called CM. (JP 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. (JP 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. (JP 1-02)

counterterrorism. Operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism. Also called CT. (JP 1-02)

country team. The senior, in-country, US coordinating and supervising body, headed by the chief of the US diplomatic mission, and composed of the senior member of each represented US department or agency, as desired by the chief of the US diplomatic mission. (JP 1-02)

course of action. 1. Any sequence of activities that an individual or unit may follow. 2. A possible plan open to an individual or commander that would accomplish, or is related to the accomplishment of the mission. 3. The scheme adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase. Also called COA. (JP 1-02)

crisis management. Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or an act of terrorism. It is predominately a law enforcement response, normally executed under federal law. Also called CrM. (JP 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. (JP 1-02)

disaster assistance response team. United States Agency for International Development's (USAID) Office of United States Foreign Disaster Assistance 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. Also called DART. (JP 1-02)

displaced person. A civilian who is involuntarily outside the national boundaries of his or her country. See also refugee. (JP 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. (JP 1-02)

domestic emergencies. Emergencies affecting the public welfare and occurring within the 50 states, District of Columbia, Commonwealth of Puerto Rico, US possessions and territories, or any

political subdivision thereof, as a result of enemy attack, insurrection, civil disturbance, earthquake, fire, flood, or other public disasters or equivalent emergencies that endanger life and property or disrupt the usual process of government. The term “domestic emergencies” includes any or all of the emergency conditions defined below: a. civil defense emergency — A domestic emergency disaster situation resulting from devastation created by an enemy attack and requiring emergency operations during and following that attack. It may be proclaimed by appropriate authority in anticipation of an attack. b. civil disturbances — Riots, acts of violence, insurrections, unlawful obstructions or assemblages, or other disorders prejudicial to public law and order. The term “civil disturbance” includes all domestic conditions requiring or likely to require the use of Federal Armed Forces pursuant to the provisions of 10 United States Code 15. c. major disaster — Any flood, fire, hurricane, tornado, earthquake, or other catastrophe which, in the determination of the President, is or threatens to be of sufficient severity and magnitude to warrant disaster assistance by the Federal Government under Public Law 606, 91st Congress (42 USC 58) to supplement the efforts and available resources of State and local governments in alleviating the damage, hardship, or suffering caused thereby. d. natural disaster — All domestic emergencies except those created as a result of enemy attack or civil disturbance. (JP 1-02)

end state. The set of required conditions that defines achievement of the commander’s objectives. (JP 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. (JP 1-02)

force protection. Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force’s fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called FP. (JP 1-02)

foreign assistance. Assistance to foreign nations ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural and manmade disasters; US assistance takes three forms — development assistance, humanitarian assistance, and security assistance. See also foreign disaster; foreign humanitarian assistance; security assistance. (JP 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 intergovernmental organization. See also foreign disaster relief. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

foreign disaster relief. Prompt aid that 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 and medical and technical personnel; and making repairs to essential services. See also foreign disaster. (JP 1-02)

foreign 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. Foreign humanitarian assistance (FHA) provided by US forces is limited in scope and duration. The foreign 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 FHA. FHA operations are those conducted outside the United States, its territories, and possessions. Also called FHA. See also foreign assistance. (JP 1-02)

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, and insurgency. Also called FID. (JP 1-02)

host nation. A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN. (JP 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. Also called HNS. (JP 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. Also called HCA. (JP 1-02)

humanitarian operations center. An interagency policymaking body that coordinates the overall relief strategy and unity of effort among all participants in a large foreign humanitarian assistance operation. It normally is established under the direction of the government of the affected country or the United Nations, or a United States Government agency during a United States unilateral operation. The humanitarian operations center should consist of representatives from the affected country, the United States Embassy or Consulate, the joint force, the United Nations,

nongovernmental and intergovernmental organizations, and other major players in the operation. Also called HOC. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 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. (JP 1-02)

interagency coordination. The coordination that occurs between agencies of the US Government, including the Department of Defense, for the purpose of accomplishing an objective. See also intergovernmental organization; nongovernmental organization. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

intergovernmental organization. An organization created by a formal agreement (e.g., a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, North Atlantic Treaty Organization, and the African Union. Also called IGO. (Approved for inclusion in the next edition of JP 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. (JP 1-02)

international organization. None. (Approved for removal from the next edition of JP 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. (JP 1-02)

joint interagency coordination group. An interagency staff group that establishes regular, timely, and collaborative working relationships between civilian and military operational planners. Composed of US Government civilian and military experts accredited to the combatant commander and tailored to meet the requirements of a supported combatant commander, the joint interagency coordination group provides the combatant commander with the capability to collaborate at the operational level with other US Government civilian agencies and departments. Also called JIACG. (Approved for inclusion in the next edition of JP 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), that 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. (capitalized as 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 and the other members of the Joint Chiefs of Staff in carrying out their responsibilities. Also called JS. (JP 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. (JP 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. (JP 1-02)

letter of assist. A contractual document issued by the United Nations (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. A letter of assist typically details specifically what is to be provided by the contributing government and establishes a funding limit that cannot be exceeded. Also called LOA. See also peacekeeping (JP 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. (JP 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. (JP 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.) (JP 1-02)

Military Department. One of the departments within the Department of Defense created by the National Security Act of 1947, as amended. Also called MILDEP. (JP 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 as well as 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 insurgency, counterinsurgency, and civil war in foreign countries. See also civil affairs; foreign humanitarian assistance; military civic action. (JP 1-02)

multinational force. A force composed of military elements of nations who have formed an alliance or coalition for some specific purpose. Also called MNF. (JP 1-02)

multinational operations. A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 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 programs, and activities performed on a reimbursable basis by Federal agencies or intergovernmental organizations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

noncombatant evacuation operations. Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called NEOs. (JP 1-02)

nongovernmental organization. A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called NGO. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

operational control. 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) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control 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; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. See also combatant command (command authority). (JP 1-02)

peace enforcement. Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (JP 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. See also peace operations. (JP 1-02)

peace operations. A broad term that encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. Also called PO. See also complex contingency operations; peacekeeping. (JP 1-02)

preventive diplomacy. Diplomatic actions taken in advance of a predictable crisis to prevent or limit violence. (JP 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. (JP 1-02)

refugee. A person who, by reason of real or imagined danger, has left their home country or country of their nationality and is unwilling or unable to return. (JP 1-02)

regional organizations. A sub-type of intergovernmental organization. Regional domestic organizations can cover a particular administrative area, division, or district. For the purpose of discussion in this text, regional organizations are included with intergovernmental organizations unless specifically noted as a regional security organizations, e.g., North Atlantic Treaty Organization. (This term and definition are applicable only in the context of this publication and cannot be referenced outside this publication.)

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. (JP 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 United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives. Also called SA. See also foreign assistance. (JP 1-02)

special operations. Operations conducted in hostile, denied, or politically sensitive environments to achieve military, diplomatic, informational, and/or economic objectives employing military capabilities for which there is no broad conventional force requirement. These operations often require covert, clandestine, or low visibility capabilities. Special operations are applicable across the range of military operations. They can be conducted independently or in conjunction with operations of conventional forces or other government agencies and may include operations through, with, or by indigenous or surrogate forces. 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. (JP 1-02)

status-of-forces agreement. An agreement that 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. (JP 1-02)

strategy. The art and science of developing and employing instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives. (JP 1-02)

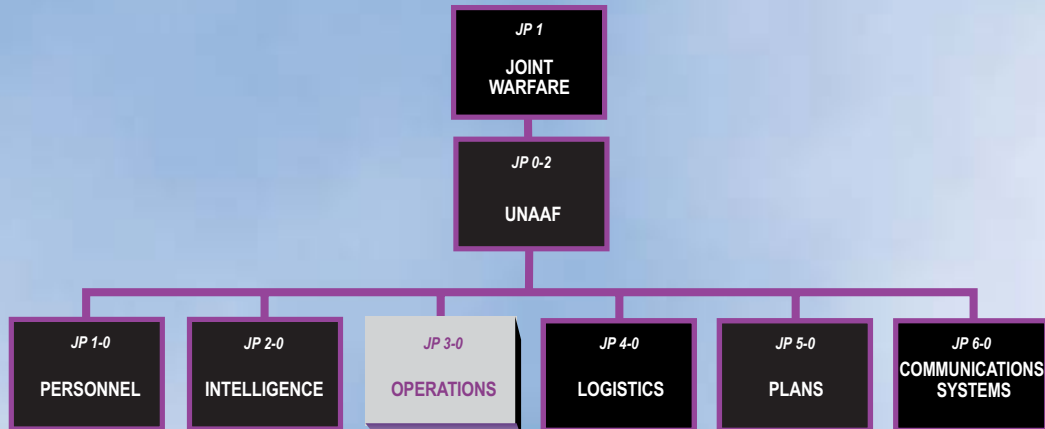
supported commander. 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 1-02)

supporting commander. 1. 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. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 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, that 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. (JP 1-02)

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JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint doctrine and tactics, techniques, and procedures are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 3-08** is in the **Operations** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

