

**BIBLIOGRAPHIC DATA SHEET**1. CONTRACT NUMBER  
PN-AAJ-2442. SUBJECT CLASSIFICATION (500)  
DC00-0000-G190

## 3. TITLE AND SUBTITLE (100)

International disaster response: the Sahelian experience

## 4. PERSONAL AUTHOR(S) (100)

Brown, B. J.; Tuthill, J. G.; Rowe, E. T.

## 5. CORPORATE AUTHOR(S) (101)

Denver Univ. Graduate School of Int. Studies

## 6. DOCUMENT DATE (110)

1976

## 7. NUMBER OF PAGES (120)

105p.

## 8. AEC NUMBER (170)

AFR361.5B877

## 9. REFERENCE ORGANIZATION (150)

Denver

## 10. SUPPLEMENTARY NOTES (500)

## 11. ABSTRACT (950)

## 12. DESCRIPTORS (320)

Sahel  
Disaster assistance  
Emergency relief  
Droughts  
Voluntary organizationsCoordination  
Cooperation

## 13. PROJECT NUMBER (150)

## 14. CONTRACT NO. (100)

APR/SMA

## 15. CONTRACT TYPE (100)

## 16. TYPE OF DOCUMENT (100)

1. 2  
-  
P.

**INTERNATIONAL DISASTER RESPONSE:  
THE SAHELIAN EXPERIENCE**

---

Barbara J. Brown  
Janet C. Tuthill  
E. Thomas Rowe

Graduate School of International Studies  
University of Denver

---

June 1976

This research was made possible by Grant Number 1722-520147 of the United States Agency for International Development and the United States Department of State. The opinions expressed in the report are solely the responsibility of the researchers and do not necessarily represent the views of the organizations studied or the sponsoring institutions.

## Acknowledgments

We gratefully acknowledge the cooperation of all those United Nations, voluntary agency, and United States government personnel who generously gave of their time for interviews and provided valuable insight into the problems of the Sahel and disaster relief. Thanks also to all those who provided information by mail.

Alan Smith, Community Aid Abroad (Australia), and Michael H. Glantz, National Center for Atmospheric Research (Boulder, Colorado) served as special consultants and provided valuable suggestions for the completion of the report. Their assistance was greatly appreciated.

Special thanks are due to David Shear and James Kelly, U.S. Agency for International Development, Washington, D.C.; Mr. Dabell and Robert Golding, FAO Office for Special Relief Operations (OSRO), Rome; Mr. Bethke, World Food Program, Rome; J. Reyntjens, FAO, Rome; Timothy Brodhead, ACORD, London; Robert Quinlan, Catholic Relief Services, Geneva; Hans Dall and Antoine Fayossewo, FFH/AD, Rome; David Klugman, Tailoring Institute, Dakar; Michael Behr, OXFAM, Ouagadougou; and Arlene Epstein and Colleen Arnold, ACVA, New York, all of whom were especially helpful during the research.

A special thanks to John de Gara, UNITAR, for his faith, unfailing support, and encouragement in the early stages of the research.

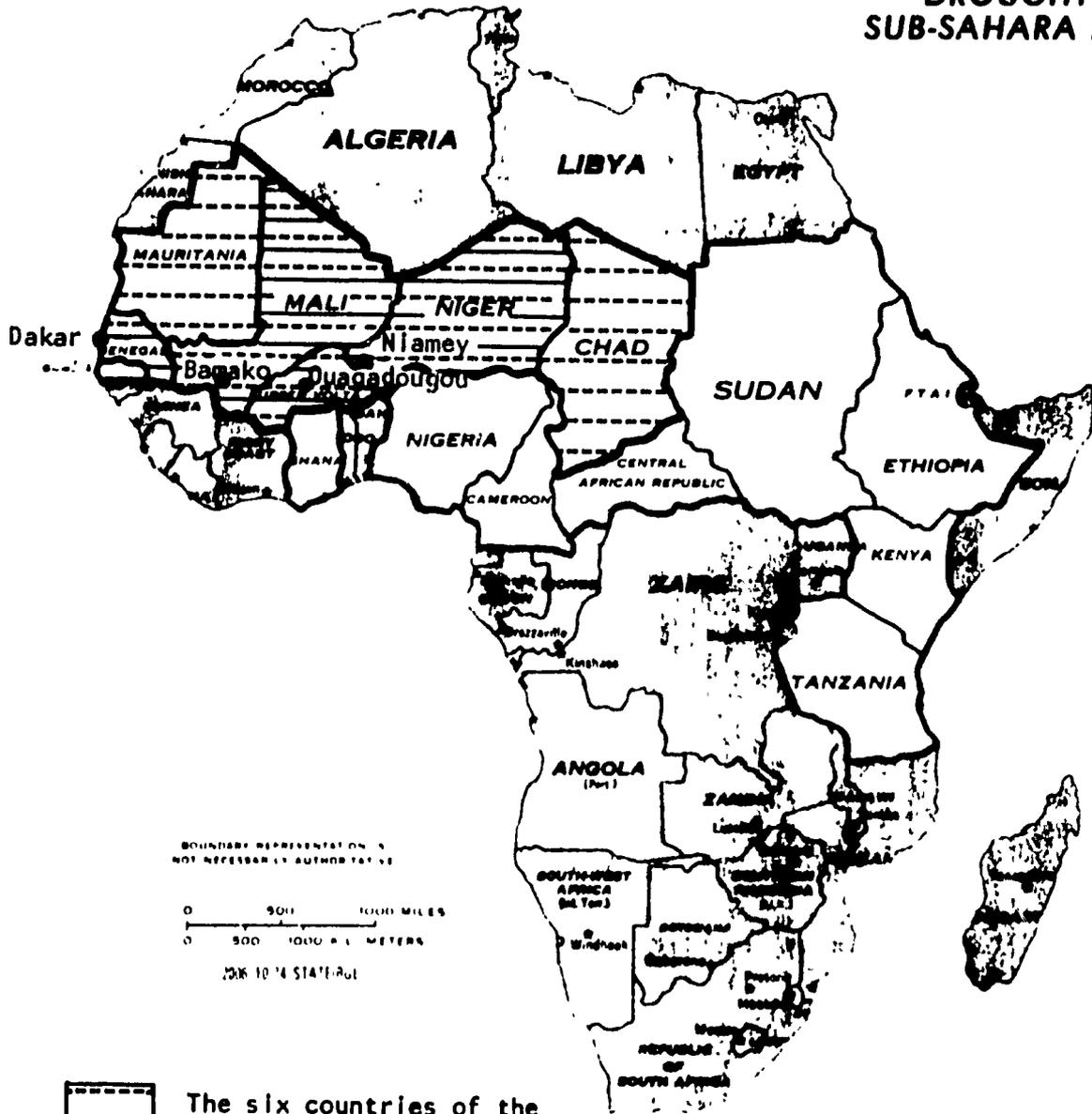
George Shepherd and John McCamant of the Graduate School of International Studies, University of Denver, provided helpful comments on the draft report. Their efforts are greatly appreciated.

A special thanks to Mrs. Elizabeth Brooks, Graduate School of International Studies, University of Denver, for her many kindnesses and expert financial assistance in administering this project.

We gratefully acknowledge the assistance of Shirley L. Taylor, who served as editor and lent her special artistic and stylistic talents to the preparation of the final report.

Barbara J. Brown  
Janet C. Tuthill  
E. Thomas Rowe

# DROUGHT IN SUB-SAHARA AFRICA



BOUNDARY REPRESENTATION IS NOT NECESSARILY AUTHORITY

0 500 1000 MILES  
0 500 1000 METERS

2006 10/14 STATE/PAU

-  The six countries of the Sahel studied
-  The four Sahelian countries visited for the study ● Capitals
-  Other drought-affected areas of Sub-Saharan Africa

**VOLUNTARY AGENCIES**

---

## INTRODUCTION

The participation of nongovernmental voluntary agencies in a major international relief effort has not been adequately examined in works on disaster relief.<sup>1</sup>

This analysis focuses on the international position, problems, and contributions of voluntary agencies in the response to the Sahelian drought. This particular response is worth investigating because it represents in many ways the personal response of the peoples of the rest of the world to this disaster. The report which follows deals with voluntary agency participation in relief and development efforts.

### Voluntary Agencies Included in the Study

The data on which this analysis is based were gathered from documents, reports, and extensive interviews at both field and headquarters levels of sixty-three voluntary agencies. Some twenty agencies provided responses by questionnaire alone. The conclusions, findings, and figures contained herein represent the researcher's interpretation of the data given her by the voluntary agencies.

In all, one hundred interviews of voluntary agency personnel were conducted. The agencies included in this study represent a significant proportion of those involved in Sahelian relief or development work. Only those agencies either operational in the Sahel or directly funding such operational agencies conducting programs are included, although other groups were contacted in preliminary research.

Organizations located in North America, Australia, and Europe were included, as well as local Sahelian voluntary groups. A complete listing of these agencies is found in the Appendix, together with basic background information on each group's participation in Sahel relief and development.

### Kinds of Voluntary Agency Relief Programs

Relief efforts in the Sahel ranged from the large programs coordinated by ecumenical agencies through teams located in the Sahel to sums of a few thousand dollars given by small private groups. The dimensions which differentiate the various voluntary agencies involved in relief activities in the Sahel include:

- 1) whether the group simply supports or actively operates programs;
- 2) whether the group is primarily involved in relief activities, development programs, or both;



- 3) whether or not they are essentially religious, or missionary, in purpose; and
- 4) whether they direct their efforts to assisting individuals or whole communities.

Despite the variety of organizational characteristics, the agencies examined in this study represent the extent of the response of the private individual and special, nongovernment groups throughout the world to the needs of the Sahelian peoples. The financial contribution of some governments to the work of voluntary agencies indicates their realization of the importance of these agencies. Voluntary groups act not only as channels through which relief and development funds may be directed, but also as independent organizations with recognized and legitimate private constituencies which cannot be ignored by governments.

### Voluntary Agencies and International Response

Within the spectrum of international response to the Sahel drought, voluntary agencies have made and continue to make a significant contribution both financially and operationally. The sixty agencies included in this study alone contributed over \$62 million to relief and development efforts in the Sahel. This figure is conservative, as it does not include amounts committed by agencies studied which did not make such data available, nor does it include figures on any projects or programs which have not been finalized with local governments. The real value figure would probably be several million dollars higher. Of the \$62 million, \$25 million were spent on relief operations and \$32 million on development programs. Approximately \$5 million belong in the undifferentiated relief and development category ( see Appendix VA VII for breakdown). The \$62 million figure obviously places the total voluntary agency contribution on a level with that of some bilateral or multilateral donors.

Because voluntary agencies are more likely to fund smaller development projects which are not highly visible, or to supplement ongoing relief activities in smaller amounts, there is a tendency to assume that their total contribution is minimal in relation to that of governmental organizations. The data collected here dispute that point of view. Although voluntary agency contributions are often spread over a wide range of assistance programs, certain patterns of activity do emerge, along with areas of special competence and particular problems.

### Classification of Voluntary Agency Activities

Early in the research, it became apparent that an examination of relief efforts without a corresponding examination of development efforts would produce an incomplete picture of the response of voluntary agencies. As the \$25 million figure testifies, a good deal of money was spent directly on relief, but it is fair to say that the majority of the organizations would prefer to spend money on short- or long-term development. This is due

to the philosophic orientation of many voluntary agencies; most would like to contribute to the long-term needs of the Sahel area, which requires much more than distributing food or medical supplies during a famine. The voluntary agencies interviewed are interested in the future wellbeing of the people they assist as well as in their present critical needs. This philosophy can be paraphrased in the saying which often appears in development information: "If you give a person a fish, he eats it in one day. If you teach him how to fish, he can feed himself." The two aspects of voluntary agency response -- relief and development -- will therefore be examined separately in this report.

For the purposes of this study, relief is defined as activities which are undertaken to fulfill an immediate need of the affected population to preserve their lives from imminent destruction. In the case of the Sahel, this will be defined as food or medical assistance, and the transportation of food or medical supplies. While other kinds of emergency assistance, such as emergency well-drilling, may be considered relief activity under some definitions, this type of emergency development will be considered, in this report, in the development category.

Relief activities include: 1) food distribution; 2) all aspects of emergency medical and nutritional care; 3) all aspects of the transport of food and medical commodities; and 4) emergency road maintenance. This narrow definition allows a more careful examination of the two overlapping phases of the Sahelian disaster response -- relief and development.

Development activities undertaken in the Sahel cover a very wide range of programs. These can be generally defined as being concerned with the rehabilitation of the drought-devastated areas as well as improvement of the marginal areas. The greater part of voluntary agency work in development is centered on the improvement of water resources or agriculture, with an emphasis on integrated rural development, although a variety of other projects have been initiated.

## RELIEF RESPONSE

Of the sixty organizations involved in operating or funding relief and development, only sixteen were concerned primarily with relief alone. Thirty-one combined relief work with a development commitment. This primary group of forty-seven organizations participating in relief work includes twenty-five groups which channelled funds through other voluntary organizations which were operational in the field, or through local agencies.

### Initiation and Implementation of Relief

The pattern of voluntary agency response begins in a way similar to the reaction of the rest of the world. Those with field offices, such as African-American Labor Center (AALC), Africare, Care, Catholic Relief Services (CRS), Church World Service (CWS), Fbrres des Hommes, Oxfam, and a number of missionary and evangelical groups (see Appendix VA I for complete listing), were forced to await the public declaration of disaster. Other organizations which worked through local voluntary groups were in a similar situation.

One of the earliest to respond among this set of agencies was CIMADE in March 1973. It informed the World Council of Churches (WCC) Commission on Interchurch Aid, Refugee and World Service (CICARWS) of its efforts to respond soon after the disaster was officially declared. This does not mean that the agencies were unaware of the crisis earlier, but even those with field representatives who were notified were forced to wait, as were other international and governmental organizations, for the official request for assistance before making more than a small step-up in activities. The mobilization and monitoring of relief was then dependent on the availability of field personnel to handle these operations.

Organizations such as CIMADE had a few partner groups to which they could send assistance immediately, but there was, throughout the Sahel, a critical lack of ongoing field activity, partner organizations, and coordination structures to be utilized. This fact, of course, made both relief activities and the development of rehabilitation programs more difficult. Most groups had to rely on field visits during relief and while developing programs to compensate for the lack of field reports. Rather than send inappropriate or unneeded supplies, many agencies depended on the judgment of those with field personnel. Some organizations, such as Oxfam and CRS, give their field directors freedom to commit their existing reserves in an emergency, but even for these, only small amounts can be used to alleviate a crisis situation until an official government declaration of disaster is made.

While it is true that many voluntary agencies in the field have greater organizational flexibility than UN or bilateral donors, it cannot be said that they can act without heed to the local political constraints. The view of the nongovernmental agency as a "non-political" -- and therefore neutral -- actor is one which is sometimes perpetuated by various headquarters in their publicity, but it is not borne out in fact. All the governments in

the Sahel considered foreign assistance just that -- foreign.

The time of reaction varied widely among the various organizations and probably depended heavily on whether funds were immediately available for commitment or whether rapid fund raising was necessary. The question of funds raised and their relation to the Sahel disaster response will be discussed in more detail later.

At the field level, two major attempts to coordinate outside voluntary relief were carried out by Caritas Internationalis and the League of Red Cross Societies (LICROSS), with varying degrees of success. Efforts to coordinate voluntary agencies in the development phase were made by the World Council of Churches (WCC), ACORD, Freedom from Hunger/Action for Development (FFH/AD), American Council of Voluntary Agencies for Foreign Service (ACVA), International Council of Voluntary Agencies (ICVA), and the NGO Office of the Permanent Interstate Committee (CILSS). These will also be discussed later in the report.

Caritas works very closely with local affiliates which, in this case, were not very strong since most of the countries involved are largely Moslem. Much of Caritas' relief was channelled through CRS and local missions. Visits to the relief operations were made by officials from the Rome headquarters on several occasions. During emergency situations, activities are supposed to be coordinated through the international desk of Caritas to assure maximum coordination with other agencies working in the area. In the Sahel case, CRS was probably more involved in directing relief and cooperating with local Catholic groups in those countries (Senegal and Upper Volta) where they had field directors. In other countries, Caritas worked directly with local African Caritas groups or Catholic Missions.

The League of Red Cross Societies was aware of the disaster from FAO and news reports, but could not respond until asked by their member societies. In this case, the Mauritanian Red Crescent contacted Geneva first with a request for assistance. Other Sahelian Red Cross societies followed suit, depending on the particular political environment and their relations with their governments.

Operations of the League of Red Cross Societies in the Sahel were hampered by the absence of strong Red Cross affiliates in the area. There had been no official visits to the local societies before the first appeal. Therefore, relief activities relied heavily on the information provided by delegates sent to the Sahel by LICROSS. It was very difficult to get accurate estimates of relief needs without extensive travel. Standard procedures include checking with WHO for medical estimates and also, now, with UNDP for estimates on all kinds of relief. LICROSS decided early in the disaster period to confine its activities to supplemental feeding which could not be carried out by FAO or USAID, and to providing essential equipment, medical supplies, and other requested items.

Through circulars detailing amounts sent and current relief needs, LICROSS tried to maintain an information flow with donor societies. The

circulars also include shipping instructions and serve to prevent, as far as possible, the shipment of inappropriate relief supplies. In some cases, this type of supply can be "postponed" to another disaster. LICROSS publicly acknowledged the receipt of money and supplies in the name of the local society. Many of the gifts for the Sahel were in the form of money, which LICROSS could use to purchase needed supplies either in the affected countries or elsewhere. LICROSS disaster circulars are also sent to the NGO members of the ICVA emergency relief committee, all diplomatic missions in Geneva, UN agencies, and any group which requests them. The main problem with dissemination of information through circulars is that it is difficult to indicate a delicate political situation which may be affecting relief by this means.

The total amount of relief channelled through LICROSS amounted to \$10 million, which is a large share of the \$25 million total of relief funds. There is no doubt that without the presence of LICROSS, many national Red Cross societies would have been trying to mount separate relief operations on their own, thereby adding to an already strained situation.

LICROSS is the only one of these groups to have a formal monitoring system in the form of special delegates who are sent to work with the various national societies and assist them in carrying out relief operations. These delegates report regularly to Geneva on relief progress and needs, and national societies are required to accept their participation in disaster relief activities. It must also be said that the operations staff in Geneva is experienced and very aware of problems in relief coordination and distribution.

#### Types of Relief Committees and Activities

Most of the voluntary agencies included in this study focused on specific relief needs rather than on mounting massive distribution programs of their own. Even such large organizations as LICROSS limited their role largely to one of supplemental feeding and medical help specifically to the refugee camps. CRS concentrated on high value relief cargoes (vitamins, medicines, baby food) to supplement ongoing activities. Smaller agencies gave funds to organizations already operational to buy specific relief supplies. This aspect of the relief response was commendable, as it helped to assure the continuation, in many cases, of ongoing operations without straining fragile support structures by starting new ones.

Another important voluntary agency contribution was in purchase and maintenance of vehicles for use in ground distribution. The road to Gorom-Gorom in Upper Volta was reinstated largely through the efforts of Frères des Hommes. A ferry to cross the river between Senegal and Mauritania was partly purchased by Christian Aid when the existing one was no longer operational. Many organizations assumed the gasoline costs for vehicles distributing food. Without these small contributions, quantities of food and supplies would have been undeliverable. Many groups relied on larger agencies, such as CRS or CVS, for shipment of supplies and facilitation of customs clearance during the period of direct relief operations.

## Problems in Sahel Relief

The more general problems of relief monitoring and distribution which affected the efforts of other donors also affected the work of voluntary agencies. These general problems in disaster relief have been discussed at length in other contexts, but bear repeating briefly here. A major problem in any relief distribution, and the one which was most important in the Sahel, is transportation and communication. With the exception of the more-favored Senegal, the French left little in the way of even used infrastructure. Since there was no commercial value in roads, few were built, and this example can be extended to all aspects of communication and transportation, within each country and with its neighbors. It is possible to be within a few miles of a severely distressed community in the Sahelian Zone and be totally unaware of its plight. Unlike sudden natural disasters in which the victims are immediately obvious, the gradual affliction of the drought created a situation in which it was sometimes necessary to actively seek out those in need of aid.

The Sahelian crisis posed another special problem for voluntary agencies; few of them had any experience in the area before the drought. The OECD-ICVA Directory of Development Aid of NGOs in 1967 listed only ten voluntary agencies working in the Sahel. Several of those were local Catholic or Red Cross organizations operating on a very limited scale. For such organizations as the World Council of Churches, accustomed to identifying and working through local partners in relief and development assistance, the Sahel countries presented a difficult problem, since it was necessary not only to rapidly locate and organize such partners as already existed, but also to convince member churches of the need to work with local governments directly. CRS and Oxfam already had working relationships with the governments in many cases and were able to build on these.

Ad hoc organizations which are often considered a threat to relief efforts in disaster situations were not a problem in the Sahel case. The one group of this nature which was formed for this disaster, RAINS, worked through CISS and did not try to compete with other organizations. Most smaller organizations, as already noted, funded groups already carrying on programs. In long-term disasters, it is doubtful that ad hoc organizations would be able to impede relief activities as they might in short-term relief situations, since they would be unable to set up parallel programs without the notice of established organizations. On the funding end of the relief chain, it is not likely that ad hoc groups would seriously divert funds from organizations with field experience.

Further, the Sahelian governments had little experience in dealing with voluntary agencies and, since they were largely Moslem states, were not always willing to accept church groups without suspicion. Nevertheless, the direct relief period witnessed the establishment of some important working relationships with host governments which carried over into the implementation of development programs.

## DEVELOPMENT RESPONSE

At the development phase of disaster response, competition among agencies becomes evident. The problems of coordination at this stage are exacerbated by the competitive desire to be recognized for "doing something" and are rooted in the dichotomy between the environment of the headquarters decision-makers and the realities in the field. A more detailed analysis of formal coordination and collaboration will be made in the next section, but the informal forces at work within the organizations which lead to an unwillingness to work together except on the most superficial level, are a problem for many, though not all, agencies.

### Program Initiation and Implementation

It appears that many agencies have problems at the program initiation and implementation stage because of a phenomenon best described as "pressure to spend". The phenomenon runs in a cycle and certain clear stages are involved at both headquarters and field levels:

- 1) Agency responds to disaster by launching public appeal;
- 2) Agency sends relief supplies through whatever channels are available;
- 3) Money begins to roll in from appeals;
- 4) Decision is made to spend this money on development, once immediate relief period has passed;
- 5) Headquarters pressures field personnel or sends staff to find suitable projects;
- 6) Field responds by submitting whatever projects it has obtained from local voluntary agencies or governments;
- 7) "Shelf-projects" -- those which have been waiting for a donor since before the disaster and which may not be suitable to present conditions -- are considered first;
- 8) Field resists pressure for more projects if it can;
- 9) Headquarters replies that it is under public pressure to commit funds;
- 10) Field may placate headquarters by promising that projects being designed will be submitted shortly;
- 11) Pressure is then transferred to local government or voluntary agency contacts (which are usually extremely understaffed)

to produce well-designed projects immediately. These same people are usually also under pressure from multilateral and bilateral groups who want similar projects.

The key to this cycle of voluntary agency development involvement is found at Step 9. Most headquarters personnel will admit that as relief and development assistance to the developing world increases, it is essential to educate the contributing public to the real needs of the developing world. So far, there is little evidence that such an effort is being made. Trocaire is an example of an agency heavily committed to public information which does go beyond the "starving child" syndrome so often employed in voluntary agency advertising. The important point to be made here is that the need for the donor group to help should not override the need for the affected area to have time and assistance in determining what its needs actually are. In other words, "good intentions" are not enough and cannot be used to explain away poorly designed and evaluated programs which may, in the long run, do far more harm than good.

Organizations such as Euro-Action (ACORD) represent a functional consortium of groups (in this case, six) which are attempting to implement a coordinated program. Field personnel are drawn from Oxfam, a member organization, and only one additional person has been sent to the field. Other organizations choose to spend more time designing and developing a program and therefore begin work later. The American Friends Service Committee (AFSC) and War on Want are other examples of this policy.

Experienced personnel in several agencies stressed the need to begin designing and researching development programs while the relief period is going on. Many expressed the opinion that waiting until the emergency phase was over before making such plans and decisions delayed the rehabilitation programs which were obviously needed. They did not, however, deny the need for careful planning of long-term projects.

World Council of Churches essentially acted as a clearing house and broker for member church agencies. A three-person team was sent to Upper Volta to find partners and set up government contacts for these agencies. Once the relationship was established, however, the agencies pursued the contacts on their own. While the WCC team was clearly instrumental in cutting down the number of field visits by member agencies and thereby relieving strain on local governments, it must be said that many member agencies are still reticent about working with Sahelian governments. The realities of social and political institutions in the Sahel demand close voluntary agency cooperation with the governments in development work. There is an opportunity for member agencies of the World Council to work more closely and effectively with local governments in elaborating a joint-development program if they choose to do so. This would not only set a significant precedent for inter-agency cooperation, but would also be welcomed by the Sahelian authorities.

The Federation des Eglises et Missions Evangeliques en Haute Volta (FEME) is an exemplary case of a locally-run, voluntary development agency which uses outside funds to develop projects specifically tailored to African

goals and needs. Skillful management has allowed this agency to resist the "pressure to spend" phenomenon discussed earlier and to avoid destructive competition with other agencies.

### Types of Development Projects

The forty-five organizations involved in spending \$35 million in development include seventeen which fund operational agencies in the field, and a total of twenty-eight agencies are actually operational (see Appendix VA III).

Many groups are concentrating their efforts on short- and long-term integrated development programs. These projects heavily emphasize water resources, agriculture, and livestock. The list of organizations includes: Euro-Action (ACORD); Africare; American Friends Service Committee (AFSC); Care; Caritas-Senegal; Catholic Relief Services (CRS); Church World Service (CWS); Federation des Eglises (FEME); Frères Nos Frères; Lutheran World Federation (LWF); Lutheran World Relief (LWR); Oxfam; Frères des Hommes; and War on Want. Some agencies are more involved in health care or medical programs, and these include Terre des Hommes, Christian and Missionary Alliance, World Mercy Fund, and Worldwide Evangelization. It should be noted that CRS has been involved in an extensive maternal/child health program in the Sahel for many years.

The other organizations are involved in a variety of projects largely determined by their field contacts rather than by conscious decision for a particular kind of development work. More detailed information on each organization's involvement may be found in the Background Information section (see Appendix VA VIII).

### Problems in Sahel Development

Apart from the communications and transportation problems which are shared with other relief efforts, development work in the Sahel presents a number of special problems for voluntary agencies.

Since many agencies were new to the Sahel and lacked local organizations through which to work, there was a tendency to begin development projects simply because it seemed like a good idea. While many agencies made an effort to share information to avoid duplication of projects, there was apparently little concern for discussing plans with UN or bilateral donors to avoid launching programs especially difficult to administer or evaluate. There is a tendency for voluntary agencies to avoid these other donors for political reasons, and the UN, in particular, is unlikely to seek out voluntary agencies to share information. Greater communication in the field could have led to better program development. Voluntary agencies with field personnel having experience in the area were not consulted by other agencies for philosophical and political reasons.

The obsession of headquarters staff with project duplication is also difficult to understand in the Sahel case. It is obvious from a field visit that there is plenty of need in the Sahel to go around. Why not

duplicate someone else's successful program in another area of the country? The WCC team has been trying to encourage this sharing among its member agencies. Since Sahelian needs are largely linked to agriculture, livestock, and water resources management, there is certainly no valid reason for agencies with successful projects not to share their information and designs with others attempting the same kinds of work. It is the observation of the researcher that inter-agency competition for projects begins and is most obvious at headquarters level. This view is often imposed on field personnel, who may not be in favor of competition between agencies.

It is difficult to adequately assess the development efforts of voluntary agencies in the Sahel at this point in time. Some have learned from their own mistakes what they could have learned, through more careful research, from the mistakes of others. The question of evaluation is a serious one which remains unresolved; its importance and implications will be discussed elsewhere in this report.

### Special Cases

Several organizations must be classified separately because of their special nature. World CRT Federation operates in the Sahel under contracts with USAID or UN agencies to carry out specific, short-term manpower training projects. Near East Foundation is operating a livestock management program in Mauritania under contract with USAID. The African-American Labor Center (AALC) of the AFL-CIO operates in the Sahel at the request of the local trade unions, serving as a liaison between labor groups in the United States and their African counterparts. African trade unions design projects they would like to implement and AALC finds donors among U.S. labor groups to support them. During the drought emergency period, a great deal of money was raised by American labor through AALC for emergency assistance.

In short, the organizations involved in relief and development in the Sahel, which include several of the largest voluntary agencies in North America and Europe, church agencies, service organizations, and private groups, each has its own particular mode of operation, concept of assistance, and purposes, which range from the most specific projects to the most general humanitarian goals.

## COORDINATION EFFORTS

To assess the efforts of voluntary agencies involved in both relief and development to establish effective cooperation, it is necessary to concentrate on formal undertakings. While most agencies participate in some kind of information sharing in implementing their Sahel programs, and these contacts occur both in the field and in headquarters, such activities are difficult to substantiate and difficult to pinpoint in terms of effectiveness. Participation in formal gatherings gives some indication of cooperation and can be used to evaluate overall cooperative efforts. By no means does this limitation intend to diminish the value of informal sharing and contacts among organizations.

Coordination and collaboration will be examined on three levels: 1) Extra-African; 2) Regional; and 3) Local. These categories are broad enough to allow for the full range of voluntary agency collaborative activities. Some activities may be seen to span two or even all three categories, but they have been classified, for clarity's sake, according to where the impetus for the activity originated.

### Extra-African Cooperation

This category includes collaborative efforts made by groups headquartered in Europe or North American. These include: ICVA, ACVA, FFH/AD LICROSS, WCC, Cor Unum, and ACORD (Euro-Action Sahel). The activities of each of these organizations will be delineated separately and then some conclusions concerning their effectiveness will be drawn.

### International Council of Voluntary Agencies (ICVA)

The work of ICVA has centered around providing a neutral forum for the exchange of information and ideas for its members and other interested individuals or groups within the UN system. Members may participate in any of three commissions: Refugee and Migration, Emergency Aid, and Social and Economic Development. Monetary support for ICVA is based on the number of commissions in which an agency wishes to participate. Most of the agencies included in this study which belong to ICVA are participants in all three, and many of them are also included in the related Working Group on Integrated Rural Development (WOGIRD), through which much of the information on the Sahelian drought was distributed and discussed. This reflects the voluntary agency commitment to the overall development needs of the area, rather than on disaster relief alone.

Briefly, the activities of ICVA in Sahel information exchange were:

1. July 1973. An information paper proposing general development outlines was sent to members, which was an extract of the Geneva meeting convened by UNSO.

2. July 1973. An information paper by WOGIRD with a list of members with Sahel/Sudan programs was sent.
3. August 1973. An information paper outlining a proposed schedule of WOGIRD meetings and an invitation to provide documentation was circulated. Contact with FAO and UN was reported.
4. August 1973. Follow-up on the 3 August Information, including list of projects drawn up by UNSO to help members prepare for the September meeting was promulgated, as was UNICEF Project Memorandum.
5. September 1973. WOGIRD Meeting. Thirty-four voluntary agencies attended, together with six UN agencies. Summary of UNSO activities was given and note taken of ACVA meeting with Sahelian ambassadors. Attention was drawn to CILSS program document; Barrès bibliography drawn up with joint WCC-FFH/AD sponsorship; LICROSS delineated expanding national activities; a plea for coordination with CILSS was entered and a request for funds to meeting NGO program officer costs (Fayossewo seconded by FFH/AD) was made; and ICVA and UN were asked to increase their clearing house activities.
6. November 1973. Information paper on January 1974 meeting circulated along with UN documents.
7. December 1973. Information concerning January meeting, including FAO's proposed World Food Council documents, circulated.
8. WOGIRD meeting. Thirty-three voluntary agencies attended and eleven UN groups represented. FAO report on multi-donor mission presented; M. Mariko assumed CILSS NGO Officer position; agencies were asked to work closely with CILSS, limit exploratory missions, use ICVA clearing house, and work for local autonomy.

After January 1974, ACORD was to assume some of ICVA's clearing house functions in the Sahel. At this point, most agencies had begun to establish or elaborate their Sahelian involvements and there may have been a corresponding decrease in interest in having ICVA continue this function. It must also be noted that the creation and support of a CILSS NGO Officer located in the Sahel was designed to move the clearing house/coordination function to the field. This effort will be discussed in the Regional Cooperation section.

Before discussing the next agency involved in coordination, it is necessary to note the continuing need for an agency like ICVA. Some of the more practical coordination responses, such as those of the LICROBS NGO Liaison Committee and the CILSS NGO Program Officer, were made possible through the exchange of information and priorities provided by ICVA. It would be indeed unfortunate if the world monetary problems severely affecting the Swiss-based ICVA forced it to discontinue its very useful activities.

## American Council of Voluntary Agencies for Foreign Service (ACVA)

The ACVA has made two important contributions to collaboration and coordination in the Sahel: the Technical Assistance Information Clearing House (TAICH) country reports, and the Situation Reports on the Sahelian Drought Disaster.

TAICH is funded through a grant from USAID and performs a valuable information function. Country reports are prepared and updated periodically on development assistance programs of U.S. non-profit organizations. The reports are made available to voluntary agencies, research groups, and the like, and include information on the development activities of a large number of organizations. A small staff has been able to accumulate and process a large amount of fairly accurate information on Mali, Niger, Chad, and Upper Volta, among the Sahelian countries. Information is collected on non-ACVA members as well and represents a comprehensive view of U.S. voluntary agency involvement in a given country. The country format is especially appreciated by those who require information organized by area rather than by agency.

In addition to the TAICH country reports, ACVA sponsored an Ad Hoc Committee on the drought, in which non-ACVA members were invited to participate and which produced a series of four Situation Reports. The first meeting of the Ad Hoc Committee took place in January 1973. Agencies made use of the information collected by ACVA in determining their involvement in the Sahel. During a disaster, ACVA is frequently called on by donors to supply information on potential channels for donated funds. The ACVA maintained regular contact with UN agencies and also tried to set up a coordinated information system for the Sahelian embassies. It was hoped this would avoid duplication of information and ensure its quick dissemination, but the system did not work out and ACVA returned to its original method of contacting each embassy when it had information to distribute.

The Situation Reports appeared in August 1973, November 1973, April 1974, and July 1974. Besides providing information on quantities and kinds of relief sent into the Sahel, the reports also responded to specific requests for information. Reports on fund-raising and lobbying activities were included, as well as information from CILSS, the UN, and the U.S. Disaster Relief Coordinator. Cumulative information on international relief activities was also supplied, as was biographical data on some of the voluntary agency field personnel. As the emphasis shifted from relief to development, the reports reflected the trend with information on UN and U.S. long-term assistance.

In direct response to the needs of the U.S. voluntary agencies, ACVA was able to collect and circulate an appreciable volume of much-needed information during the relief period and afterward. It is noteworthy that among the many U.S. agencies interviewed for this study, no negative comments were made concerning the work of ACVA in this context.

## Freedom from Hunger/Action for Development (FFH/AD)

Because it is housed within FAO in Rome, FFH/AD has suffered from an identity problem, both within the organization and outside it. Originally,

begun as a voluntary, worldwide hunger eradication campaign, it evolved into a development channel in its own right. FFH/AD is a means of using the FAO network to cooperate with voluntary projects. Despite the questions other agencies may have had in the past concerning FFH/AD programs, it would be a mistake to continue to evaluate it in those terms. Serious problems emerged, for example, concerning what the voluntary agencies and the governments expected of each other. Some voluntary agencies abandoned their attempts to work through CILSS when proposed projects did not meet their expectations. This unfortunate circumstance colored later relations with CILSS and the voluntary agencies. Nevertheless, the efforts of FFH/AD in setting up the CILSS NGO program office and its involvement in coordination successes merit close examination.

A large body of information on the needs of the CILSS member states was disseminated through a series of Information letters and reports prepared by the temporary Program Officer seconded to CILSS. From July 1973 through June 1975, more than twenty reports and letters were completed, including a great deal of information gathered by missions and with CILSS collaboration. One of the purposes of collecting this data was to avoid increasing or to reduce the numbers of field missions operated by voluntary agencies -- a presence which had begun to severely try the patience of the Sahelian governments. Anywhere but in the climate of West African courtesy, some of these groups would have been told they were not welcome.

The FFH/AD documentation supplied detailed information of Sahelian development goals and opportunities for voluntary agencies to cooperate with the governments or local groups. Stress was placed on funding local organizations to enable them to elaborate their own programs, and on allowing time for CILSS to establish its priorities. Reports on UN multi-donor missions and NGO programs and partner identification missions including personnel not in the field were prepared. Long-term development needs were outlined as the result of missions to each country. Initially, the Sahelian governments proposed projects whose scale and funding requirements were more suitable for bilateral donors. Slowly, however, more realistic terms and objectives were agreed to on both sides.

Although the voluntary agencies were sometimes dissatisfied with the coordination efforts of FFH/AD, it must be said that the work of the organization was instrumental in informing the local governments about the goals and methods of operation of voluntary agencies. The work of the temporary NGO liaison officer in this area should be considered an important factor in creating a better relationship between voluntary agencies and the Sahelian states.

#### League of Red Cross Societies (LICROSS)

Drawing on its long history of relief work, LICROSS had a set of procedures already established for organizing its relief coordination. During emergencies, LICROSS uses a series of circulars to inform its national societies of relief needs and requests and of contributions of other members. These circulars serve as a cumulative report on relief shipments, amounts and values, and also provide information to donors on where to ship goods and who to go through. During the Sahelian emergency, LICROSS produced eleven such circulars from May 1973 through January 1975.

While the data provided in this way is of undoubted value, the main difficulty in using such a public methods of information exchange is that pertinent and extenuating political circumstances affecting relief cannot be discussed in the circulars.

### World Council of Churches (WCC)

In addition to fielding the three-person team in January 1975 to serve as a channel for WCC member involvement in Sahelian development, the World Council also sponsored a Sahel seminar. Held in Lomé, Togo, April 22-25, 1974, the seminar served as a meeting ground for external church groups and the All-Africa Conference of Churches (AACC). The meeting represents an important effort to involve other African groups in the work of Sahelian development. Although some monetary contributions were made through WCC, the present status of African church involvement is not known. The seminar was organized into French and English linguistic groups and much time was devoted to participant interaction. The emphasis of the seminar was on sharing information and developing common approaches to Sahelian problems.

### Cor Unum

This organization, headquartered in Rome, represents the desire of the Roman Catholic Pontiff to bring order and coordination to the large number of Catholic social welfare activities throughout the world. Informed sources admit that, to date, the attempt has not met with great success.

A meeting was organized in Rome, June 6, 1973, to discuss Sahelian drought assistance. An African ecclesiastical delegation participated, together with thirty unspecified representatives of Catholic welfare groups. Specific requests for seed grains were made by the African delegation, as were requests for wells. It was decided to process donations through local Catholic churches in the Sahel to CILSS for emergency seed. Unfortunately, no further information on Cor Unum's coordination activities is available.

### ACORD (Euro-Action Sahel)

Mention was made earlier of the role of ACORD in Sahelian development. The organization deserves further mention in this section because it represents an important effort in functional coordination on the part of its member agencies. Rather than simply collaborating or dividing up projects, these agencies used existing field personnel (that of Oxfam) and fielded only one additional person to implement their programs. Emphasis is placed on working closely with local governments and supporting local voluntary agency groups, such as SPONG and GAP.

### Regional Cooperation

Two regional coordination activities merit examination: the CILSS NGO program and liaison office, and the meetings of the African trade unions sponsored by the African-American Labor Center (AALC), AFL-CIO.

### CILSS-NGO Liaison

The office of NGO Liaison and Program Officer was largely the product of work undertaken by FFH/AD and other voluntary agencies committed to better cooperation with regional authorities. After several months of work by the Officer temporarily seconded by FFH/AD, a permanent liaison person was appointed by CILSS. Work has been going on for two years in this office and, gradually, files of projects suitable for voluntary agency participation on a country basis have been established.

There is now a sizeable support for the office among field personnel. When the possibility of its termination by CILSS was discussed, several voluntary agencies offered to consider partially funding the office themselves to assure its continuation.

The CILSS-NGO office now has the capability to assist voluntary agencies working in the Sahel appreciably, whether or not they wish to make use of its projects. The information clearing house potential is great, if voluntary agencies will inform the office of their activities. It is to be hoped this voluntary agency support and cooperation will grow and that the recent resignation of the Liaison Officer will not occasion any enduring or serious problems for this very useful office.

### African-American Labor Center (AALC)

Two conferences of African trade unionists were sponsored by AALC to consider Sahelian problems. One was held in Niamey, April 4-5, 1974, as a preparatory meeting for the second conference, held December 3-10 in the same year in Ouagadougou.

Bringing together twenty-eight high-ranking unionists from Chad, Mali, Mauritania, Niger, Senegal, and Upper Volta, the conference focused on the concerns of organized labor in drought assistance. Recommendations included ways to meet the need of new agricultural policies, reforms, means of conserving land and water resources, the creation of peasant organizations, and a concerted emphasis on rural development.

### Local Cooperation

Two local voluntary agency groups have been organized in the Sahel for cooperative purposes: the Secretariat Permanent des Organisations Non-Gouvernementales (SPONG) in Upper Volta, and Groupement des Agences Privées (GAP) in Niger.

#### SPONG

Organized in 1974, SPONG represents an important attempt to organize and coordinate voluntary agencies on the local level. SPONG has been successful in gaining credibility with the government, since it has functioned as a legitimate source of project funding. There is very strong support among Voltaique voluntary agencies for the umbrella organization which adds to its acceptability. Foreign influence in the organization is important but not dominant (see Appendix VA V for list of members).

## GAP

Unfortunately, GAP in Niger has not enjoyed the success of SPONG. There are two obstacles to its development: one is the preponderance of expatriate agencies (twelve foreign as opposed to two local groups) in the organization; the other is the failure (continuing as of December 1975) to obtain from the government a written agreement concerning the establishment of GAP. Since there is a lack of local voluntary agency activity in Niger as a whole, it is unlikely that GAP can generate the interest and credibility that SPONG has created in Upper Volta without this internal support.

Nevertheless, there is strong support from a few of the foreign voluntary agencies for the development of GAP and their perseverance may win out eventually.

## CONCLUSIONS AND RECOMMENDATIONS

It is hoped that the observations, conclusions, and recommendations made in this report will help voluntary agencies to more effectively implement and coordinate their relief and development activities in the Sahel and perhaps elsewhere. Apart from preeminent humanitarian reasons for better voluntary agency cooperation, there is a practical imperative for cooperation in the Sahel. The major bilateral donors in Europe and North America have begun in the region a concerted development effort which they call the Club des Amis du Sahel. The projected assistance amount under discussion is around \$US 1560 million. For the voluntary agencies to continue the scope and scale of those projects which they are best prepared to implement, it will be essential for them to develop more effective structures of organization and cooperation, both on the headquarters level and in the field.

### PROSPECTS FOR VOLUNTARY AGENCY COORDINATION AND COOPERATION

In assessing the future of coordination of voluntary agencies, it is important to consider the "climate" for cooperation that exists in each of the six Sahelian countries examined in this report: Chad, Mali, Mauritania, Niger, Senegal, and Upper Volta. This environment will largely determine the possibilities for greater cooperation and effective action, both among the voluntary agencies and with host countries.

#### Mauritania

Before the drought, Mauritania had little contact with voluntary agencies except for the Caritas group and the African-American Labor Center. The Mauritanian Red Crescent Society was officially designated by the government as the channel for voluntary agency involvement in the country. Since that time, more avenues have opened and it is now possible for agencies to work directly with the government through formal agreements. In view of the willingness of the agencies to work through the Red Crescent in the past, the opportunity may now exist for voluntary agency coordination on a local level. Representatives of the Red Crescent Society might serve as coordinators for organizing such an umbrella group. CRS, Lutheran World Federation, and War on Want could be the nucleus of a well-integrated and efficient organization in Mauritania.

#### Senegal

There are fewer voluntary agencies operating in Senegal than in some other Sahelian states because it was less affected by the drought. The pattern there was for agencies already working in Senegal (such as CRS) to step up their activities in regions which most needed additional assistance. The small group of agencies working in Senegal (CRS, Caritas-Senegal) have large programs which are closely coordinated with the government. It is likely that smaller agencies (Young Men's Christian Association, World University Service) which operate less extensive single projects would

benefit most from locally-organized coordination. The government in Senegal, however, practiced in dealing with a few voluntary agencies on an individual basis and not with larger numbers of them simultaneously, may not see field cooperation among them as important or even desirable. It seems unlikely, therefore, that a local voluntary agency coordinating group will develop there.

### Mali

The majority of voluntary agencies working in Mali began work there on a regular basis around 1974. Many organizations, of course, were involved in relief operations during the disaster period. The agencies grouped in Bamako (Care, Euro-Action, Africare, Service Universitaire Canadien Outre-Mer) and those outside (AFSC in Goundam) have an opportunity to develop, if they choose, an organization such as SPONG. The Malian government has indicated its willingness to cooperate with an organized voluntary agency community and has asked the Euro-Action (ACORD) representative to serve as a focal point for these agencies.

As in several Sahelian countries, efforts toward coordination are hampered by the lack of local voluntary agencies to support the communal organization. Nevertheless, since most of the foreign voluntary agencies have recently begun development operations in Mali, there is an excellent opportunity to organize a viable group for information exchange and, hopefully, joint planning.

### Upper Volta

As discussed earlier, the SPONG coordinating group in Upper Volta has been functioning on a regular basis and with considerable effect. There is good local support from both Voltaique agencies and foreign agency field personnel (particularly that of Oxfam), and if present levels of support continue, SPONG can assume an increasingly important and effective coordinating role for its member agencies. Local government has begun to bring projects to SPONG on a regular basis for consideration and possible funding. There appears to be every reason to hope that this good organizational beginning will flourish.

### Niger

The discussion of GAP earlier in the report cited some of the problems of voluntary agency cooperation in Niger. Until formal agreements can be worked out with the government, the utility of GAP will be minimal, except as an information source for agencies operating in Niger. As in all coordinating organizations, the working out of functional arrangements in GAP will require time and sustained effort on the part of all participants. It is unlikely that much beyond information sharing can be done without government support, but it is to be hoped that the goals of reaching an understanding with the government and organizing an active coordination group will be pursued in Niger as elsewhere throughout the Sahel.

## Chad

The researcher found little information on the prospects for voluntary agency cooperation in Chad. Since church-related groups have been asked to leave the country during the past year -- indicating that the government may not be friendly to all voluntary agencies who wish to work there -- it would appear that inter-agency coordination is secondary to the need for a special effort to encourage government cooperation in Chad.

In general, the potential for developing voluntary agency coordinating organizations exists in at least five of the six Sahelian countries considered in this study, whether in the form of germinal configurations or already-active groups. In all cases, there is a need for these umbrella groups to coordinate planning, promote cooperation and understanding with the governments and people of the region, and to bring more effective assistance to the Sahel. In all cases, too, there is a need for the sustained effort and willing cooperation require to bring such organizations to their full potential.

Together with the examination of the need and structures for greater cooperation in the Sahel in terms of the particular problems and prospects of the individual countries, it is necessary to consider the possibilities for voluntary agency coordination in connection with the often separate functions of relief and development.

## Relief Coordination

Steps have already been taken to ensure better cooperation during disasters by the large international voluntary agencies. Under the sponsorship of LICROSS, these agencies (CRS, WCC, Oxfam, and Lutheran World Federation) meet monthly to exchange information on ongoing activities, disaster preparedness, and planning. Telex links between these five groups and UNDR0 are a commonly used means of communication in emergencies. The LICROSS-Volag Steering Committee has also initiated country fact sheets for disaster-prone areas, a survey of disaster preparedness plans, and a revised disaster handbook. All these measures are positive steps in the right direction, but this kind of information exchange alone will not ensure appropriate and effective operations during a disaster. Even if the larger agencies were to form a pact on emergency procedures (as has been suggested), this would not lead automatically to better relief distribution. The question of which field personnel are best able to handle each crisis would still be raised. Unfortunately, many agencies remain convinced that they alone know how to handle relief distribution adequately. An atmosphere of greater trust among agencies -- such as often exists in the field where interdependency may be a prerequisite for survival -- must be seriously cultivated at the headquarters level.

The role of smaller agencies in relief coordination is also crucial. Larger agencies sometimes accuse smaller ones of responsibility for inappropriate relief goods, shipping backups, and the like, but these charges are by no means always accurate. Relief shipments from ad hoc groups were often rechannelled in the donor country and seldom reached West Africa at all.

The pattern of the majority of smaller agencies in the Sahel disaster was to work through field personnel of agencies with philosophical or religious affinities, or to channel funds directly to known agencies operating in the area. Small agencies should be recognized by larger groups as representing the legitimate responses of significant constituencies, not regarded as "bothersome" and pretentious upstarts. These smaller agencies should be encouraged, of course, to make their responses through operational groups whenever possible and to establish links with such large collaborative organizations as ACVA and ICVA, or with church organizations with good field contacts to use in times of disaster.

This kind of cooperation among large and small agencies on all levels could lead not only to more effective use of relief resources to help victims, but also to less destructive competition.

### Development Coordination

The earlier discussion of development outlined some problem areas in voluntary agency cooperation in this area. Precedents now exist for greater development coordination and new alternatives to previous patterns of interaction are now available.

The information sharing function of such groups as ACVA and ICVA continues to be of great importance in coordinating development activities. Without basic information on the principal actors and actual conditions in an area or a country, it is impossible to organize collective action or devise relevant plans. The groups which are formed to exchange data during a disaster should not automatically dissolve once each group gets its foothold on its own development "niche." This kind of forum can be used as a base for coordinated action, if it can be organized around functional groups of those voluntary agencies involved in development work. Some basic groups for the Sahel might include: health care; water resources development; livestock improvement; assistance to cooperatives; and any number of others.

The next step beyond information sharing is the most difficult one for voluntary agencies. To agree to work together for collective action and sharing of resources and personnel calls for a basic shift in operational policy for many groups. It requires a fundamental trust among agencies which must be built slowly. It need not mean sacrificing the integrity of participating groups or changing each group's relationship with its constituency. It does mean, however, that the public must be educated to the benefits of operational cooperation in the field. As in the "pressure to spend" phenomenon, the contributing public must not be seen as an amorphous mass which responds only to sensational news and publicity. There are growing groups in the donor societies who sincerely wish to do something about world hunger and rural development. These people can -- indeed, must -- be informed about changing priorities and means of operation of voluntary agencies. It is selling the public short to assume that this cannot be done.

New patterns of cooperation with host countries, particularly in the Sahel, must be developed. Many groups have already realized the necessity of this, but some are still fixated on the "partner" agency concept. In countries where the government is the only institution through which programs can be implemented, it is scarcely wise to attempt to bypass it. Cooperation with host governments is essential, moreover, on deeper levels than formal agreements. If a voluntary agency's only connection is with a high-level official and not with rural leaders or middle-level government people, the chances of implementing its programs are narrowed and the chances of their cancellation are great. In some cases, increased cooperation might be effected by funding local leaders, rather than expatriate agencies, to do their own field work and development planning.

Many field personnel of the voluntary agencies are very aware of the need for increased inter-agency and host-country cooperation. This is manifested in their active support of such groups as SPONG. However, effective progress in development cooperation must occur at both the field and headquarters level to be productive. Without this kind of cooperation, the very special experiences and contributions of voluntary agencies in the development process may well lose their potential impact in improving the lives of those they most want to help. The new direction for cooperation in the Sahel can best be summed up in the words of the Report of the World Council of Churches Seminar held in Lomé, Togo, in April 1974:

It is quite obvious that coordination between both ends of the chain, in the region concerned and countries or agencies supplying aid, is the only way to obtain optimal results without excessive waste of time and resources.

Under circumstances like these, there is a great risk that effort will be divided, with each agency or country "doing its own thing," and pursuing its own objectives in competition with one or more of the others. The result is fragmentation: numerous small units of activity scattered about without any real impact on fundamental causes of the drought. To eliminate this risk may seem unrealistic in a relatively "technical" context, but damage is being done and it must be reduced.

Ideologically viewed, this kind of fragmentation can encourage the "natural" tendency for charity to become "alms-giving", which lies very close to the surface in many types of aid, with greater importance being attached to the sense of self-satisfaction and of identification with the victim than to acknowledging the right of one's fellow-man to become master of the land he holds and architect of his own freedom.

Until the voluntary agencies forge the link of committed and meaningful cooperation among themselves and between the "two ends of the chain," they will do less than justice to their own intentions and potential, less than enough for the humanitarian cause they represent.

## THE NEED FOR EVALUATION PROCEDURES

The lack of comprehensive program evaluation is a shortcoming in both relief and development activities undertaken by voluntary agencies. Without clear objectives and the means of assessing them, it is not possible to determine which operational or development strategies are successful or even appropriate. It is also possible to share successes or failures with other agencies, which means that invaluable experience is wasted.

LICROSS is the only one of the relief groups which has anything resembling an evaluation procedure. All of them, of course, have public accounting procedures, but these have not been expanded into evaluations. Caritas, for example, has kept records on Sahelian relief and expressed the wish to have a systematic evaluation of these records made. Constraints on staff time have precluded an evaluation up to this time. LICROSS requires all delegates sent to the field to submit a final report on relief activities after operations have ended. The Emergency Preparedness section is planning to develop a more rigorous evaluation procedure in the future. CRS also produces relief operations reports, but again, they have not been developed into an evaluation system.

If the administration of relief operations is ever to be improved, all agencies must make complete evaluations of relief activities as soon after operations are completed as possible. This will entail additional expenditures for administration, which is generally unacceptable to many voluntary agencies. This attitude is short-sighted, however, for even if ninety cents of every dollar is sent to the victims of a disaster, it makes no sense if any part of that assistance is wasted because there were no means of accurately assessing its usefulness. The purpose of any evaluation should be to improve future disaster relief operations.

There is also a need for better development planning with built-in evaluation procedures. This calls for improvement of the existing processes within the organizations. Most voluntary agencies with field personnel require at least biannual formal reports. Some organizations supplement these with yearly field visits, which may be more frequent when a program is in the initial stages. This is the extent of program evaluation for most agencies.

CIMADE has developed a system of "autoevaluation" for its partner organizations. The standard procedure for most voluntary agencies in a cooperative system is for an officer to solicit a field report, which is then passed to the appropriate program officer. If there is an executive board or committee, the staff then passes the report on to it for final approval. Most suggestions for changes come from field or staff levels. Several groups, such as CWS and Care, are developing evaluation procedures. Oxfam has a separate evaluation of the programs under its auspices made by an independent organization which is knowledgeable in the area receiving assistance. This process supplements its regular field reports. ACORD produces reports on its Sahelian projects (Mali and Upper Volta at this time), which speak realistically concerning success in meeting development objectives. In a similar format, ARSC has done a regular evaluation of its

project at Tin Aicha, Mali. Care is developing a multi-year plan for each of the countries where it is involved and is also working on a ninety-day evaluation system for all its projects. International Union for Child Welfare (IUCW) has produced project reports with very good and detailed information, as has CIMADE. Of all the voluntary agency annual reports considered in this study, Oxfam has the most useful format for evaluation purposes. (Its report is also produced on light-weight, money-saving newsprint.) An examination of this annual report provides an overview of Oxfam's total world involvement in relief and development, as well as its individual country commitments.

These efforts toward improving evaluation procedures are certainly helpful, but they still fall far short of the kind of comprehensive and systematic evaluation required for efficient and appropriate relief and development planning and implementation.

As far as program development is concerned, few organizations employ a pre-implementation study approach. Most are more secure using development strategies they have used before -- usually elsewhere -- rather than generating a new strategy to fit a particular need. This attitude also leads to a lack of evaluation procedures for determining the success or failure of these strategies, or of a technique or program. A few groups, such as War on Want and ACORD, do produce research on planned projects before they are implemented, which makes later evaluation easier and more meaningful.

While all these measures are commendable, it is obvious that more emphasis on evaluation is urgently needed by voluntary agencies and coordinating groups.

## SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

From the many issues and implications which arise in the course of condensing the data collected in this study of the important work, with both its contributions and shortcomings, of the voluntary agencies in relief and development in the Sahel, a number of considerations stand out. The following is a point-by-point outline summary of the conclusions and recommendations made in this report.

### Conclusions

1. Voluntary agencies have contributed more than \$62 million to Sahel relief and development.
2. Most voluntary agencies studied preferred spending funds on development programs rather than on direct relief.
3. Voluntary agencies respond to disasters in much the same way as do bilateral and multilateral donors and they operate under similar constraints.

4. Even agencies with field personnel in the Sahel were forced to wait for an official government declaration of the disaster before making more than a small step-up in activities.
5. Mobilization and monitoring of relief by voluntary agencies is dependent on the availability of field representatives or contacts to handle it.
6. A large number of the voluntary agencies had no field personnel or partner organizations in the Sahel when the disaster was declared.
7. Although voluntary agencies have greater organization flexibility than large donors, they cannot act without heed to local political constraints in the host country.
8. The time needed to respond to a disaster appeal by the voluntary agencies depended on whether funds were already available or had to be raised.
9. Even organizations with widespread world affiliation, such as LICROSS, must wait for a request from their organization in the affected country before responding to a disaster.
10. Most of the voluntary agencies studied focused on a specific relief need rather than mounting massive distribution programs. These included medical help to refugee camps and target groups, supplemental food, and clothing distribution.
11. Smaller agencies gave funds to agencies already in operation in the field during the relief period to purchase specific relief supplies.
12. Voluntary agencies contributed large amounts to transport of emergency supplies and to road maintenance.
13. Some groups relied on larger agencies (CRS or CWS) for shipment of supplies and facilitation of customs clearance during the period of direct relief operations.
14. At the time relief began, the Sahelian governments had little experience in dealing with voluntary agencies. Later, working relationships were established with the host governments which carried over into the development phase of involvement.
15. More competition between voluntary agencies is evident during the development phase of assistance and competition is more apparent at the headquarters level than in the field.
16. Some problems in the program initiation and implementation phases are caused by the "pressure to spend" phenomenon.

17. Many voluntary agencies are concentrating on integrated development programs with emphases on water resources, agriculture, livestock, and health.
18. Organizations not involved in these activities choose programs based on field contacts rather than on a preference for a particular development activity.
19. Few voluntary agencies discuss or share information on programs with UN or bilateral donors in the field unless there is a contract relationship established.
20. Headquarters personnel show less concern for interagency cooperation than field personnel.
21. Most voluntary agencies participated in some kind of information sharing activities with other groups while developing relief or development programs, but these have not been sufficiently pursued in cooperative coordinating organizations.
22. Important contributions in formation sharing were made by such agencies as ICVA, ACVA, FFH/AD, WCC, and AALC.
23. Some agencies were reluctant to work with CISSS when it did not meet their early expectations. Initial projects submitted to voluntary agencies by CISSS were not suited to their priorities or scale of operation, but the organization has made important contributions and an understanding on both sides was slowly reached.
24. The establishment of SPONG in Upper Volta is a most significant development in program coordination among voluntary agencies and should be a precedent.
25. The lack of comprehensive program evaluation is a serious deficiency in both relief and development activities of voluntary agencies.

### Recommendations

1. As Third World development programs increase, it is necessary for the voluntary agencies to educate the contributing public to the real needs of the developing world.
2. It is necessary for voluntary agencies to begin researching and designing rehabilitation and development programs while relief is still in progress to avoid the erosion of delay.
3. There should be more formal, direct contact with UN and bilateral donors, so that mistakes and successes can be shared on all sides.

4. There is too much emphasis on the part of voluntary agencies on avoiding "duplication" of projects of other agencies. A well-designed and successful project should be replicable in other locations within the Sahel. Emphasis should be on good, workable programs designed to meet the needs of the Sahelian people -- not on who designed the program.
5. Voluntary agencies should support regional organizations such as CISS and support their efforts in program elaboration.
6. Maximum support should be given to local collaborative organizations such as SPONG and GAP. Where the opportunity exists to establish new umbrella organizations (such as Mali and Mauritania), it should be seized and where there are difficulties (Niger and Chad, for example), every effort should be made to overcome them.
7. To make more effective and efficient disaster relief response possible, greater trust and confidence among voluntary agencies must be sought at all levels. Voluntary agencies must recognize their own organizational limitations and, where necessary, learn to rely on others for information and implementation.
8. Agencies which do not have links with large national or international information and coordination groups should try to establish them to avoid problems when a coordinated response is needed.
9. After a disaster relief operation is concluded, the ad hoc groups formed for information sharing and emergency action should be reorganized around functional areas for use by voluntary agencies engaged in development activities.
10. The member agencies of the World Council of Churches have an opportunity to work more closely together in implementing a joint development program in the Sahel, if they so choose.
11. The public must be educated to realize the benefits -- indeed, the necessity -- of inter-agency cooperation in development, as well as to recognize the true needs of the developing world.
12. Voluntary agencies should extend host country relations beyond the high official level whenever possible to ensure cooperation in program implementation and survival in times of political change. Contact with middle-level and local officials might involve funding them to design and elaborate their own programs, thereby decreasing dependence on foreign planning.
13. For inter-agency cooperation to be successful, it must be implemented at field and headquarters levels at the same time.

14. Priority must be given to increasing organizational and public support for more comprehensive evaluation procedures at all levels of voluntary agency activity. This need must be seen as an essential cost for effective assistance.
15. An agency such as ICVA might be used to design an evaluation procedure for voluntary agencies. Agencies could contract with such an agency for specific evaluation needs when they arise.

In summary, it is clear that a recurrent and insistent theme threads through this report: good work has been done and more begun by the voluntary agencies involved in relief and development in the Sahel and throughout the world, but it is time for evaluation, for reappraisal of present programs and procedures, for casting off outworn attitudes and methods and designing new and effective directions for the future. Above all, there emerges from this study an imperative for greater understanding. Recognizing the needs of the developing countries, voluntary agencies must make a strenuous effort toward full cooperation with the host countries and with each other in the common cause of effective service to the people. Voluntary agencies and their constituencies must be dedicated to that service and willing to undertake periodic re-examination -- not only of the procedures under which they operate and the programs in which they expend their energies and resources -- but also of the values which are the raisonne d'être of these organizations.

---

**FOOTNOTES**

---

**VOLUNTARY AGENCIES**

1

Michael Glantz (ed.), The Politics of Natural Disaster: The Case of the Sahel Drought (New York: Praeger Publishers, 1976), and Hal Sheets and Roger Morris, Disaster in the Desert: Failures of International Relief in the West African Drought, Humanitarian Policy Studies (Washington, D.C.: Carnegie Endowment for International Peace, 1974).

---

## **APPENDICES**

---

## **VOLUNTARY AGENCIES**

## CONTENTS OF APPENDICES

- VA I      Operational Agencies with Field Offices in the Sahel which Participate in Relief
  - VA II     Agencies which Funded Relief through Others
  - VA III    Operational Development Agencies
  - VA IV    ICVA Membership - WOGIRD Participation
  - VA V     SPONG and GAP Member Agencies
  - VA VI    Agencies Sponsoring Collaborative Activities for Voluntary Agencies Involved in the Sahel
  - VA VII    Tentative Contributions of Voluntary Agencies Studied to Sahelian Relief and Development
  - VA VIII   Background Information on Voluntary Agencies Included in the Study which Operated or Funded Relief and/or Development Programs
-

APPENDIX VA I

OPERATIONAL AGENCIES WITH FIELD OFFICES IN THE SAHEL  
WHICH PARTICIPATED IN RELIEF

African-American Labor Center (AALC)

Africare

Care, Inc.

Catholic Relief Services (CRS)

Church World Service (CWS)

Frère des Hommes

Oxfam

Southern Baptist Convention

United World Mission

Worldwide Evangelization Crusade

APPENDIX VA II

AGENCIES WHICH FUNDED RELIEF THROUGH OTHERS

American Freedom from Hunger Foundation, Inc.

American National Red Cross

Australian Freedom from Hunger Campaign

Baptist World Alliance

Canadian Catholic Organization for Development and Peace

Caritas Internationalis

Catholic Medical Mission Board, Inc.

Christian Aid

Christian Reformed World Relief Committee

Comité National du Mouvement de la Paix pour l'Indépendance  
et le Développement (CNID)

CROP

Entrouide Protestante Suisse

League of Red Cross Societies (LICROSS)

Lutheran World Federation (World Service)

Misereor

Oxfam-Canada

RAINS

Reformed Churches of the Netherlands

Secours Catholique

Secours Populaire Français

Torre des Hommes

Trocaire

United Methodist Committee on Relief

World Gospel Crusades

World Relief



APPENDIX VA III

OPERATIONAL DEVELOPMENT AGENCIES

ACORD (Euro-Action Sahel)  
 African-American Labor Center (AALC)  
Africare  
 American Friends Service Committee  
Care, Inc.  
Caritas-Senegal  
 Catholic Relief Services (CRS)  
 Christian and Missionary Alliance  
 Church World Service  
Comité Catholique contre la Faim et pour le Developpement (CCFD)  
Federation des Eglises et Missions Evangeliques en Haute Volta (FEME)  
Freres des Hommes  
Freres de Nos Freres  
 Lutheran World Federation  
 Lutheran World Relief  
 Mennonite Central Committee  
 Near East Foundation  
Oxfam  
Service Universitaire Canadian Outre-Mer (SUCO)  
 Seventh Day Adventist World Service  
 Southern Baptist Convention  
Terre des Hommes  
War on Want  
 World Mercy Fund, Inc.  
 World ORT Federation  
 Worldwide Evangelization Crusade  
 YMCA-International Division

APPENDIX VA IV

ICVA MEMBERSHIP - WOGIRD PARTICIPATION

	Sep 73	Jan 74		Sep 73	Jan 74
ACORD	x	x	IUCW	x	x
AFSC *		x	LICROSS (ICRC)	x	x
BWA			LWF *	x	x
Can Hung Found		x	LWR		
Care			Oxfam *	x	x
CCFD (non-member)		x	War on Want	x	x
CI	x	x	World Alliance (YMCA)	x	x
CRS *	x	x	WCC (CICARWS)	x	x
Christian Aid			World ORT *	x	x
CWS			WUS *	x	x
Heifer Project					

\* = 1975-76 Governing Board



APPENDIX VA V

SPONG MEMBER AGENCIES

Caritas Voltaique

FEME (Federation des Eglises et Missions Evangeliques)

CRS

Association des Femmes Voltaiques

FOVODES

Oxfam

Frères des Hommes

Fondation Voltaique pour la Promotion de l'Homme

SOS Interconfessional

SAED (Société Africaine d'Etudes et de Developpement)

WCC (observer)

UNA Volunteers - United Kingdom

7th Day Adventists

Africare

Federation Inter-Africaine de Cooperation (FIAC)

Cooperative de Consommation de Manga

SUCO

Union Fraternelle des Croyants de Dori

INADES

GAP MEMBER AGENCIES

CWS

Oxfam

LWR

Care

CIMADE

Caritas-Niger

Sudan Interior Mission

SUCO

Africare

Catholic Mission

EERR

UNA Volunteers

Misereor

APPENDIX VA VI

AGENCIES SPONSORING COLLABORATIVE ACTIVITIES FOR VOLUNTARY  
AGENCIES INVOLVED IN THE SAHEL

American Council of Voluntary Agencies for Foreign Service  
(ACVA)  
200 Park Avenue South  
New York, New York 10003 USA      Tel. 212-777-8210

International Council of Voluntary Agencies (ICVA)  
17 Avenue de la Paix  
1202 Geneva  
Switzerland      Tel. 33 20 25

Freedom from Hunger/ Action for Development (FFH/AD)  
Food and Agriculture Organization  
via del Terme di Caracalla  
00100 Roma  
Italy

Commission on Interchurch Aid, Refugee and World Service (CICARWS)  
World Council of Churches (WCC)  
150 route de Ferney  
1211 Geneva 20  
Switzerland

Secretariat Permanent des Organisations Nongouvernementales (SPONG)  
( May be contacted through OXFAM-Upper Volta)  
B.P. 489  
Ouagadougou  
Upper Volta

APPENDIX VA VII

**TENTATIVE CONTRIBUTIONS OF VOLUNTARY AGENCIES STUDIED  
TO SAHELIAN RELIEF AND DEVELOPMENT**

The figures presented here represent the researcher's conservative estimate based on information obtained in questionnaires, interviews, and documents. They are in no way to be considered the official financial statements of the agencies that so graciously cooperated in the study.

<u>Organization</u>	<u>Relief</u> \$US	<u>Development</u> \$US	<u>Both</u> \$US
ACORD	none	5,072,162	-----
AALC	NA	NA	-----
<u>Africare</u>	214,465	1,070,000	-----
American FFH	35,000	none	-----
AFSC	500	240,000	-----
American Red Cross	253,555	none	-----
Australian FFH/AD	118,000	446,716	-----
Baptist World Alliance	-----	-----	102,790
Brother's Brother Foundation	17,000	none	-----
Canadian Catholic Organization for Development and Peace	57,000	536,400	-----
Canadian Hunger Foundation	NA	NA	-----
CARE	5,400,000	NA	-----
<u>Caritas Internationalis</u>	NA	NA	-----
<u>Caritas-Senegal</u>	NA	NA	-----
CMMB	482,976	none	-----
CRS	943,818	10,963,223	-----
Christian Aid	332,270	384,300	-----
Christian Missionary Alliance	350,000	NA	-----
Christian Reformed Relief	138,000	NA	-----
CWS	166,638	1,204,772	-----
CIMADE	200,000	2,777,000	-----
CCFD	87,142	135,833	-----
CNID	62,000	none	-----
CROP	64,771	50,000	-----
	427,550	572,020	-----
<u>Entreaide Protestante Suisse</u>	18,604	NA	-----
FEME	NA	NA	-----
<u>Frere des Hommes</u>	NA	NA	-----
<u>Frere de Nos Frere</u>	NA	NA	-----
Heifer Project	none	3,000	-----
	none	1,001,652	-----
<u>IUCW</u>	10,843,935	none	-----
LICROSS			

(continued)

<u>Organization</u>	<u>Relief</u>	<u>Development</u>	<u>Both</u>
LFW	10,000	1,302,000	-----
LWR	122,000	158,000	-----
MCC	375,000	937,787	-----
<u>Misereor</u>	-----	-----	3,761,242
NEF	none	NA	-----
<u>Oxfam-Canada</u>	-----	-----	596,807
<u>Oxfam</u>	299,065	619,445	-----
RAINS	200,000	NA	-----
Reformed Churches, Netherlands	-----	-----	170,000
<u>Secours Catholique</u>	1,118,181	NA	-----
<u>Secours Populaire Francaise</u>	113,720	93,301	-----
SUCO	NA	NA	-----
Seventh Day Adventists	none	NA	-----
SIM	29,146	NA	-----
Southern Baptist Convention	NA	NA	-----
<u>Terre des Hommes</u>	26,000	NA	-----
<u>Trocaire</u>	65,000	187,600	-----
UMCOR	100,000	454,000	-----
United World Mission	5,000	-----	-----
War on Want	-----	-----	640,500
WCC-CICARWS	2,090,247	3,237,294	-----
World Gospel Crusade	15,000	-----	-----
World Mercy	NA	NA	-----
World ORT	none	NA	-----
World Relief	126,438	none	-----
WUS	none	NA	-----
World Vision	300,000	800,000	-----
Worldwide Evangelization	100,000	NA	-----
YMCA	none	100,000	-----
<b>TOTALS</b>	<b>\$25,308,121</b>	<b>\$32,346,505</b>	<b>\$5,271,339</b>

**GRAND TOTAL: \$62,925,965**

## APPENDIX VA VIII

### BACKGROUND INFORMATION ON VOLUNTARY AGENCIES INCLUDED IN THE STUDY WHICH OPERATED OR FUNDED RELIEF AND/OR DEVELOPMENT PROGRAMS

The agencies are listed in alphabetical order.

NA means that the information is either not applicable or unavailable.

The figures presented here represent the researcher's conservative estimate based on information obtained in questionnaires, interviews and documents. They are in no way to be considered the official financial statements of the agencies who so graciously cooperated in the study.

#### Abbreviations:

ACVA - American Council of Voluntary Agencies for Foreign Service

ICVA - International Council of Voluntary Agencies

FFH/AD - Freedom from Hunger/ Action for Development

WCC(CICARWS) - World Council of Churches ( Commission on Interchurch Aid  
Refugee and World Service)

SPONG - Secretariat Permanent des Organisations Nongouvernementales  
( Upper Volta)

GAP- Groupement des Agences Privées (Niger)

CRS- Catholic Relief Services

CWS- Church World Service

LICROSS- League of Red Cross Societies

LWF- Lutheran World Federation

LWR - Lutheran World Relief

FEME - Fédération des Eglises et Missions Evangeliques en Haute Volta

ACORD (Euro-Action Sahel)  
International Development Centre  
Parnell House  
25 Wilton Road  
London SW1V 1JS  
United Kingdom

Consortium of six agencies: Centre National de Coopération (Belgium),  
Comite Catolico de CCH (Spain), Deutsche Welthungerhilfe (Germany),  
Mani Tese (Italy), NOVIB (Netherlands), and OXFAM (United Kingdom).

Founded: 1974

Primary goal: Long term integrated rural development in Sahel

In Sahel since: 1972 (as IACOD)

In Africa since: 1972

Field representatives: Mali, Niger, Upper Volta

Source of funds: Contributions from each of the six agencies.

RELIEF ACTIVITIES : NONE

DEVELOPMENT ACTIVITIES

Countries: Mali, Upper Volta, Niger

Amount budgeted: \$5,072,162 (1974-78)

Funds channelled: From voluntary agencies in consortium through  
Seceretaryiat in London

Time span: Long term program at least through 1978

Type of projects or programs: Reorganization of cooperatives, training,  
road improvement, livestock, water resources, health care.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD , SPONG, GAP, ICVA

African-American Labor Center  
345 E. 46th St., Suite 200  
New York, New York 10017  
USA

Founded: 1964

Primary goal: Working with African trade unions to help them meet their needs.

In Sahel since: 1971

In Africa since: NA

Field representative: Senegal

Source of funds: American trade unions

#### RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Niger, Upper Volta, Chad

Amount budgeted: NA

Funds channelled: Directly to local unions, also to CRS (Senegal)

Time span: 1972-74

Type of relief: Medical, food supplies

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Upper Volta, Niger, Mauritania, Chad.

Amount budgeted: NA

Funds channelled: To Training Institute (Daakar) and directly to local unions.

Time span: 1964 - indefinitely

Type of projects or programs: Regional Tailoring Institute, cooperatives, health, workers education, sponsor African trade union participation in world conferences, communication supplies, loans to unions.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, sponsored regional meetings in African for trade unionists on drought.

Africare  
1424 16th St., N.W.  
Washington, D.C. 20036  
USA

Founded: 1971

Primary goal: Long term development

In Sahel since: 1971 (Niger)

In Africa since: 1971

Field representatives: Mali, Upper Volta, Niger

Source of funds: Private contributions, USAID, Lilly Endowment

RELIEF ACTIVITIES

Countries: Senegal, Mali, Niger, Chad, Upper Volta (Gambia)

Amount budgeted: \$ 214,465

Funds channelled: Directly and through AFSC, CRS, MCC, UNICEF

Time span: 1973-74

Type of relief: Emergency well-drilling, camp supplies, medical supplies, food purchase, replacement animals, tools, transportation costs.

DEVELOPMENT ACTIVITIES

Countries: Mali, Niger, Upper Volta, Mauritania, Senegal, Chad

Amount budgeted: \$1,070,000 (Approximately) through 1976-77

Funds channelled: Directly in cooperation with local governments.

Time span: 1973- indefinite

Type of projects or programs: Water, resources, rural development, agriculture, nutrition education and sanitary training.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, GAP, SPONG

American Freedom from Hunger Foundation, Inc.  
Suite 719  
1625 "I" St., N.W.  
Washington, D.C. 20006  
USA

Founded: 1961

Primary goal: Campaign against hunger originally, now - information sharing and workshops for regional development in Third World.

In Sahel since: Non-operational agency

In Africa since:

Field representatives: None

Source of funds: Private contributions

RELIEF ACTIVITIES

Countries: NA

Amount budgeted: \$35,000

Funds channelled : Through CARE, FAO, LWR, CRS, UNICEF, CWS and Africare

Time span: 1973

Type of relief: Fundraising only.

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

American Friends Service Committee  
1501 Cherry St.  
Philadelphia, Pennsylvania 19102  
USA

Founded: 1917

Primary goal: Long term development

In Sahel since: 1973

In Africa since: NA

Field representative: Mali

Source of funds: Private donations, Friends Meetings, foundations

RELIEF ACTIVITIES

Country: Mali

Amount budgeted: \$500

Funds channelled: Directly

Time span: 1973

Type of relief: Medical supplies

DEVELOPMENT ACTIVITIES

Country: Mali

Amount budgeted: \$240,000 through 1977

Funds channelled: Directly to local government for support of project.

Time span: 1975-77

Type of project: Nomad pilot re-settlement project in Tin Aicha, 6th region

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, FFH/AD, ICVA

American National Red Cross  
National Headquarters  
Washington, D.C. 20006  
USA

Founded: 1892

Primary goal: Relief work

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: NA

RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad

Amount budgeted: \$253,555

Funds channelled: Through LICROSS exclusively.

Time span: 1973-74

Type of relief: Medical, supplies for refugees, etc.

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

Australian Freedom from Hunger Campaign  
Action for Development  
GPO Box 3930  
Sydney 2001  
Australia

Founded: 1960

Primary goal: Providing funds for ongoing development programs.

In Sahel: 1973

In Africa since: NA

Field representatives: None

Source of funds: Private contributions, government, private employment.

RELIEF ACTIVITIES

Countries: Senegal, Mali, Upper Volta, Niger, Mauritania, Chad

Amount budgeted: \$ 118,000

Funds channelled: Through UNICEF

Time span: 1973

Type of relief: Unspecified

DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad.

Amount budgeted: \$446,716

Funds channelled: Through UNICEF, FAO, FFH/AD, CILSS NGO secretariat

Time span: 1973-75

Type of programs: Replanting, water resources, support for CILSS NGO Secretariat loan fund and operating expenses.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

Baptist World Alliance  
1628 16th st., N.W.  
Washington, D.C. 20009  
USA

Founded: 1943

Primary goal: Relief and missionary

In Sahel since: 1973

In Africa since: NA

Field representatives: Senegal, Niger, Upper Volta (Through Southern Baptist Convention)

Source of funds: Contributions from Baptist groups.

RELIEF ACTIVITIES

Countries: Senegal, Niger, Upper Volta

Amount budgeted: \$102, 790

Funds channelled: Through Foreign Mission Board, Southern Baptist Convention

Time span: 1973-74

Type of relief: Food, health care, water resources, agriculture.

DEVELOPMENT ACTIVITIES

Same as above - Figures are for both combined.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, ICVA

The Brother's Brother Foundation  
824 Grandview Avenue  
Pittsburgh, Pennsylvania 15211  
USA

Founded: 1958

Primary goal: Providing medical assistance and mass immunization.

In Sahel since: 1974

In Africa since: 1958

Field representative: None

Source of funds: Baptist World Alliance, Catholic charities, evangelical churches, Congregational, Episcopal, Lutheran, Mennonite, Methodist, Presbyterian, Friends, Mormons, United Brethren, Jewish congregations, foundations, private industry and private contributors.

RELIEF ACTIVITIES

Countries: Niger

Amount budgeted: \$17,000

Funds channelled: Directly

Time span: 1974

Type of relief: Medical supplies ( vitamins, vaccine)

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

Canadian Catholic Organization  
for Development and Peace  
1452 Drummond St.  
Montreal 107, Quebec  
Canada

Founded: 1967

Primary goal: Development work and education about Third World.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: Private contributions (Lenten campaign)

#### RELIEF ACTIVITIES

Countries: Senegal, Mali, Upper Volta, Niger, Chad, Mauritania

Amount budgeted: \$57,000

Funds channelled: Through Caritas Internationalis, local Caritas groups, local Catholic missions, SOS Sahel, government.

Time span: 1973-74

Type of relief: Food and transportation

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Upper Volta, Niger, Chad, Mauritania

Amount budgeted: \$536,400

Funds channelled: Through same organizations as above.

Time span: 1973-75

Type of projects or programs: Water resources, agriculture, support for CILSS, transportation, education, cooperatives, maternal/child health care.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

Canadian Hunger Foundation  
75 rue Sparks St.  
Ottawa, Ontario K1P 5A5  
Canada

Founded: 1963

Primary goal: NA

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: NA

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Country: Niger

Amount budgeted: NA

Funds channelled: NA

Time span: NA

Type of projects or programs: Animal husbandry, cooperatives, water resources, solar energy.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, ICVA

CARE, Inc.  
660 First Avenue  
New York, N.Y. 10016  
USA

Founded: 1946

Primary goal: Voluntary international aid and development ( also relief).

In Sahel since: 1973

In Africa since: 1962

Field representatives: Mali, Niger, Chad

Source of funds: Private contributions, USAID and local government, foundation grants.

#### RELIEF ACTIVITIES

Countries: Mali, Niger, Chad

Amount budgeted: \$5,400,000 ( approximate value)

Funds channelled: Directly

Time span: 1973-74

Type of relief: Survival biscuits, baby food, medical supplies, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Mali, Niger, Chad

Amount budgeted: NA

Funds channelled: Directly

Time span: Indefinite ( long term programs)

Type of projects or programs: Water resources, agriculture, education, training, school construction, nutrition.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, FFH/AD, GAP, ICVA

Caritas Internationalis  
16 Piazza San Callisto  
Roma 00153  
Italy

Founded: 1951

Primary goal: Coordination of worldwide Caritas organizations.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: National Caritas organizations

RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad.

Amount budgeted: NA

Funds channelled: To local Caritas organizations

Time span: 1973-74

Type of relief: Medical supplies, food, transportation

DEVELOPMENT ACTIVITIES (Unknown)

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, WCC(CICARWS), FFH/AD

Caritas Senegal  
B.P. 439  
Dakar  
Senegal

Founded: NA

Primary goal: Village level development work.

In Sahel since: NA

In Africa since: NA

Field representative: Local organization

Source of funds: Caritas groups in Europe (Germany, Netherlands, Austria and Switzerland in particular) also Caritas groups in Africa.

#### RELIEF ACTIVITIES

Country: Senegal

Amount budgeted: NA

Funds channelled: From Senegalese government, European Caritas and African Caritas directly to Caritas Senegal.

Time span: 1972-74

Type of relief: Food, clothing, baby food, medical supplies, transportation

#### DEVELOPMENT ACTIVITIES

Country: Senegal

Amount budgeted: NA

Funds channelled: From European Caritas organizations through Caritas Senegal.

Time span: 1974- indefinite.

Type of projects or programs: Water resources, agriculture, medical dispensaries.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

Through Caritas Internationalis

Catholic Medical Mission Board, Inc.  
10 West 17th St.  
New York, N.Y. 10011  
USA

Founded: 1928

Primary goal: Providing medical supplies worldwide, primarily to Catholic missions.

In Sahel since: NA

In Africa since: NA

Field representatives: None for CMMB-work through missionaries and CRS.

Source of funds: Private contributions, goods donated by pharmaceutical companies.

RELIEF ACTIVITIES

Countries: Senegal, Upper Volta

Amount budgeted: \$482,976

Funds channelled: Through CRS and local missions ( no money just supplies).

Time span: 1973-74

Type of relief: Medical supplies, vitamins, food supplements.

DEVELOPMENT ACTIVITIES

Not on regular basis. Supplies are sent to medical missions as orders can be filled.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

Catholic Relief Services  
 Catholic Center  
 1011 First Avenue  
 New York, N.Y. 10022  
 USA

Founded: 1943

Primary goal: Meet relief and welfare needs caused by underdevelopment.

In Sahel since: 1960s

In Africa since: NA

Field representatives: Senegal, Mauritania, Upper Volta, Chad

Source of funds: Private contributions (Lenten appeal), Foundations, USAID contracts, organizations in Europe and U.S., local governments.

#### RELIEF ACTIVITIES

Countries: Senegal, Mauritania, Mali, Niger, Chad, Upper Volta

Amount budgeted: \$943,818

Funds channelled: Directly and through local organizations.

Time span: 1972-74

Type of relief: Medicines, baby supplies, specialty foods, blankets, clothing, help for the aged, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Mauritania, Upper Volta

Amount budgeted: (1972-75) \$10,963,223

Funds channelled: Directly and through local groups.

Time span: 1972- indefinite

Type of projects or programs: Water resources, agriculture, maternal/child health, reforestation, support for SPONG.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, ICVA, SPONG, LICROSS NGO Steering Committee.

Christian Aid  
 PO Box no. 1  
 2 Sloane Gardens  
 London SW1W9BW  
 United Kingdom

Founded: 1950

Primary goal: Serve as social welfare arm of British Council of Churches.

In Sahel since: 1973

In Africa since: NA

Field representatives: None

Source of funds: Through Church appeals and Disaster Emergency Committee.

#### RELIEF ACTIVITIES

Countries: Mali, Niger, Upper Volta, Chad, Mauritania

Amount budgeted: \$332,270

Funds channelled: Through WCC, FEME, CWS, Catholic church in Mali and Niger.

Time span: 1973

Type of relief: Food supplies, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Mali, Upper Volta, Niger, Chad

Amount budgeted: \$384,300

Funds channelled: Through WCC, FEME, CWS, Wunderman Foundation, Catholic Church in Mali and Niger.

Time span: 1973-indefinite

Type of projects or programs: Health care, water resources, education, agriculture, forestry.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

WCC Conference (Lome, Togo), FFH/AD, ICVA, Disaster Emergency Committee(U.)

Christian and Missionary Alliance  
Nyack, N.Y. 10960  
USA

Founded: 1887

Primary goal: Evangelism and medical work

In Sahel since: 1923

In Africa since: NA

Field representatives: Mali, Upper Volta

Source of funds: Through churches ( private contributions) and missionary conventions.

RELIEF ACTIVITIES

Countries: Mali, Upper Volta

Amount budgeted: \$350,000

Funds chanelled: Directly

Time span: 1973-75

Type of relief: Food, health needs

DEVELOPMENT ACTIVITIES

Countries: Mali, Upper Volta

Amount budgeted: NA

Time span: Began before drought

Type of projects or programs: Medical dispensaries

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, World Relief Commission, MCC, Medical Assistance Programs, Inc.,  
Billy Graham Evangelistic Association

Christian Reformed World Relief Committee  
2850 Kalamazoo Avenue, S.E.  
Grand Rapids, Michigan 49508  
USA

Founded: 1962

Primary goal: NA

In Sahel since: 1973

In Africa since: NA

Field representative: Niger

Source of funds: Contributions from church members

RELIEF ACTIVITIES

Countries: Niger, Chad

Amount budgeted: \$138,000

Funds channelled: Through CWS, SIM, Medical Assistance Programs, Orthodox Presbyterian Church Mission, World Relief Commission, World Presbyterian Mission, Christian Reformed Board of Foreign Missions.

Time span: 1973-75

Type of relief: Food, health care, water resources.

DEVELOPMENT ACTIVITIES      UNKNOWN

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

Church World Service  
475 Riverside Drive  
New York, N.Y. 10027

Founded: 1948

Primary goal: Development and social welfare arm of National Council of Churches

In Sahel since: 1968

In Africa since: NA

Field representative: Niger

Source of funds: Private contributions, CROP, USAID, Protestant denominations, Christian Aid, Dutch and Danish Interchurch Aid, Bread for the World, Lilly Foundation.

#### RELIEF ACTIVITIES

Country: Niger

Amount budgeted: \$166,638

Funds channelled: Directly, Through Niger Red Cross and with government

Time span: 1973-74

Type of relief: Food, mobile medical team

#### DEVELOPMENT ACTIVITIES

Countries: Niger, Mali

Amount budgeted: \$1,204,772 (exclusive of USAID or WCC funds)

Funds channelled: Directly and with government

Time span: 1968-78 (indefinite)

Type of projects or programs: School gardens, oasis redevelopment, fishing, agriculture, cattle raising, water resources, reforestation, vocational school, nomad cooperative.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

WCC(CICARWS), FFH/AD, GAP, ICVA

**CIMADE**  
176, rue de Grenelle  
Paris 75007  
France

Founded: 1939

Primary Goal: Cooperative development

In Sahel since: 1950s (Senegal)

In Africa since: NA

Field representatives: None

Source of funds: French Protestant churches, private contributions, European Protestant organizations, CCFD.

#### RELIEF ACTIVITIES

Countries: Senegal, Upper Volta, Niger

Amount budgeted: \$200,000

Funds channelled: Through local groups, government and directly.

Time span: 1973

Type of relief: Medicines, food, veterinary needs, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Upper Volta, Niger, Mali

Amount budgeted: \$2,777,000

Funds channelled: Through local groups or with government.

Time span: 1950s - indefinite

Type of projects or programs: Ophthalmology clinic, water resources, cooperatives, training, animal husbandry, solar energy, assistance to nomads, cereal bank.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

WCC(CICARWS), GAP

Comité Catholique Contre La Faim et  
 Pour le Développement (CCFD)  
 47, quai des Grands Augustins  
 Paris 75262  
 France

Founded: 1961

Primary goal: Combatting hunger through development work.

In Sahel since: NA

In Africa since: NA

Field representatives: NA

Source of funds: Private contributions ( Catholic church collections),  
 and private donations.

#### RELIEF ACTIVITIES

Countries: Upper Volta, Mali, Senegal, Chad, Niger

Amount budgeted: \$87,142 ( 1973 only)

Funds channelled: Directly and with CIMADE to local groups.

Time span: 1973

Type of relief: Emergency sowing, medical supplies, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Mali, Senegal, Chad, Niger

Amount budgeted: \$135,833 ( 1973 only)

Funds channelled: Directly and with CIMADE to local groups.

Time span: 1973- indefinite

Type of projects or programs: Water resources, agriculture, cooperatives.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

WCC(CICARWS), FFH/AD, ICVA(non-member, attended meetings on drought).

Comite National du Mouvement de la Paix  
pour l'Independence et le Developpement(CNID)  
35 rue de Clichy  
Paris 75009  
France

Founded: 1950

Primary goal: Promote peace throughout the world.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: Public appeal

RELIEF ACTIVITIES

Countries : Niger, (Southern Algeria)

Amount budgeted: \$62,000

Funds channelled: To medical contacts in the field.

Time span: 1974

Type of relief: Medicines, vaccines, vitamins.

N.B. Action was taken to awaken French concern for the Sahel.

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES NONE

**CROP**  
 2619 Phillips St.  
 Box 968  
 Elkhart, Indiana 46514  
 USA

Founded: NA

Primary goal: Fund raising for CWS hunger and development programs.

In Sahel since: NA

In Africa since: NA

Field representatives: None

Source of funds: Public appeals, foundations, private contributions,  
 (Earmarked funds go to designated agencies besides CWS).

#### RELIEF ACTIVITIES

Country: Niger

Amount budgeted: \$64,771

Funds channelled: Through CWS

Time span: 1974

Type of relief: Food and transportation

#### DEVELOPMENT ACTIVITIES

Country: Niger

Amount budgeted: \$50,000 possibly more ( \$25,000 per year).

Funds channelled: Through CWS

Time span: 1974-75, perhaps longer.

Type of projects or programs: Gardening, Health care and nutrition.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

Through CWS participation.

Entreeide Protestante Suisse  
Postfach 168  
8035 Zurich  
Switzerland

Founded: 1946

Primary goal: Development work in Third World.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: Public appeals, church collections.

RELIEF ACTIVITIES

Countries: Senegal, Mali, Upper Volta, Niger, Chad, Mauritania

Amount budgeted: \$427,550

Funds channelled: Through WCC and CIMADE.

Time span: 1973

Type of relief: Mobile clinic, food, help for refugees, transportation.

DEVELOPMENT ACTIVITIES

Countries: Senegal, Upper Volta

Amount budgeted: \$572,020

Funds channelled: Through WCC and CIMADE

Time span: 1973-75

Type of projects and programs: Scholarships, school construction, water resources, building materials, grain storage.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, WCC

Fédération des Eglises et Missions  
Evangeliques en Haute Volta  
B.P. 108  
Ouagadougou  
Upper Volta

Founded: 1972

Primary goal: Development work with local design and execution.

In Sahel since: Local organization

In Africa since: NA

Field representative: NA

Source of funds: European church groups; Entreaide Protestante Suisse,  
Brot fur die Welt, World Vision, Baptist organizations (U.S.)

#### RELIEF ACTIVITIES

Country: Upper Volta

Amount budgeted: \$18,604

Funds channelled: Directly through Upper Voltan government.

Time span: 1972-73

Type of relief: Food

#### DEVELOPMENT ACTIVITIES

Country: Upper Volta

Amount budgeted: NA

Funds channelled: Same agencies as above and Christian Aid.  
To local projects.

Time span: 1974-indefinite

Type of projects or programs: Agriculture, reforestation, cooperative system  
whcih generates new funds, water resources, education, health care.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, WCC (CICARWS), SPONG

Frères des Hommes  
9 rue de Savoie  
Paris 75006  
France

Founded: 1965

Primary goal: Humanitarian volunteer projects in Third World to promote "self-development".

In Sahel since: 1967

In Africa since: NA

Field representative: Upper Volta

Source of funds: Private contributions, public appeals.

RELIEF ACTIVITIES

Country: Upper Volta

Amount budgeted: NA

Funds channelled: Directly

Time span: 1973-74

Type of relief: Road construction and repair of routes needed for food transport.

DEVELOPMENT ACTIVITIES

Country: Upper Volta

Amount budgeted: NA

Funds channelled: Directly and in cooperation with government.

Time span: Indefinite

Type of projects or programs: Agriculture pilot projects, functional education, health care teams, training artisans, water resources, school canteens.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

SPONG

Frères de Nos Frères  
22 rue Michel-Chauvet  
Ecole des Contamines  
1208 Geneva  
Switzerland

Founded: 1965

Primary goal : Swiss branch of Frères des Hommes ( same objectives)

In Sahel since: 1968

In Africa since: NA

Field representative: Niger

Source of funds: Private contributions and public appeals.

RELIEF ACTIVITIES UNKNOWN

DEVELOPMENT ACTIVITIES

Country: Niger

Amount budgeted: NA

Funds channelled : Directly

Time span: 1974-indefinite

Type of projects or programs: Fundamental education, cooperatives, agriculture.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

None

Feifer Project International  
P.O. Box 808  
Little Rock, Arkansas 72203  
USA

Founded: 1944

Primary Goal: NA

In Sahel since: NA

In Africa since: NA

Field representative: none

Source of funds: NA

RELIEF ACTIVITIES          None

DEVELOPMENT ACTIVITIES

Country: Niger

Amount budgeted: \$3,000

Funds channelled: Through CWS

Time span: 1974-?

Type of project: Draft animal project

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA

International Union for Child Welfare  
 Centre International  
 1 rue de Varembe  
 1211 Geneva 20  
 Switzerland

Founded: 1920

Primary goal: Promote child welfare throughout the world.

In Sahel since: NA

In Africa since: NA

Field representatives: None - Cooperates with local child welfare authorities.

Source of funds: Private contributions, foundations, church groups, governments, Swiss local governments, member organizations in North America and Europe.

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Countries: Senegal, Upper Volta, Niger

Amount budgeted: \$1,001,652

Funds channelled: Through local government

Time span: 1974- indefinite

Type of projects or programs: Child welfare, water resources, community development, nutritional education, training rural youth.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, WCC(CICARWS), FFH/AD

League of Red Cross Societies  
C.P. 2099  
1211 Geneva 19  
Switzerland

Founded: 1919

Primary goal: Provide relief and coordinate national Red Cross organization responses to natural disasters.

In Sahel since: NA

In Africa since: NA

Field representatives: None- Special delegates sent during emergencies to assist national organizations.

Source of funds: National Red Cross organizations ( also Red Crescent and Red Lion and Sun)

#### RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad (Algeria)

Amount budgeted: \$10,843,935

Funds channelled: Through local Red Cross and Crescent societies.

Time span: 1973-74

Type of relief: Food, camp supplies for refugees, medical teams and supplies, transportation.

DEVELOPMENT ACTIVITIES NONE

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, FFH/AD, sponsor of LICROSS NGO Steering Committee.

Lutheran World Federation (World Service)  
 150 route de Ferney  
 1211 Geneva 20  
 Switzerland

Founded: 1952 (World Service branch)

Primary goal: Development work

In Sahel since: 1974

In Africa since: NA

Field Representative: Mauritania

Source of funds: LWF national committees, related church agencies, public appeals and private contributions.

#### RELIEF ACTIVITIES

Country: Mauritania

Amount budgeted: \$10,000

Funds channelled: Through Red Crescent Society (Mauritanian)

Time span: 1974-75

Type of relief: Transportation of relief commodities.

#### DEVELOPMENT ACTIVITIES

Country: Mauritania

Amount budgeted: \$1,302,000 ( through 1976)

Funds channelled: Through Mauritanian Red Crescent

Time span: 1974- indefinite

Type of projects or programs: Water resources, agriculture, reforestation, storage construction, health care.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, WCC(CICARWS), FFH/AD, LICROSS NGO Steering Committee

Lutheran World Relief  
315 Park Avenue South  
Suite 1940  
New York, N.Y. 10010 USA

Founded: 1945

Primary goal: Short and long term development work

In Sahel since: 1973

In Africa since: NA

Field representatives: Niger

Source of funds: Three U.S. Lutheran church bodies

RELIEF ACTIVITIES

Countries: Niger, Mauritania ( by Lutheran World Federation)

Amount budgeted: \$122,000

Funds channelled: Directly and through CWS

Time span: 1973

Type of relief: Food, transportation

DEVELOPMENT ACTIVITIES

Countries: Niger, Mauritania( through LWF)

Amount budgeted: \$156,000 ( through 1976)

Funds channelled: Directly and through CWS and LWF.

Time span: 1973-indefinite

Type of projects or programs: Agricultural development and water resources.  
In the process of elaborating more programs.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, ACVA, GAP

Mennonite Central Committee  
21 S. 12th St.  
Akron, Pennsylvania 17501  
USA

Founded: 1920

Primary goal: Relief and service agency for Mennonite and Brethren in Christ churches.

In Sahel since: 1973

In Africa since: NA

Field representatives: Upper Volta, Chad

Source of funds: Mennonite, Brethren in Christ, Amish church contributions

RELIEF ACTIVITIES

Countries: Mali, Chad, Upper Volta

Amount budgeted: \$375,000 ( low estimate)

Funds channelled: Directly and through local missions and churches.

Time span: 1973-74

Type of relief: Food, medicines, vitamins, transportation.

DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Chad ( recently left)

Amount budgeted: \$937,787 ( includes some relief)

Funds channelled: Same as above.

Time span: 1973-idefinite

Type of projects and programs: Water resources, health care, agriculture.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

**Misereor**  
**Mozartstrasse 9**  
**51 Aachen**  
**Federal Republic of Germany**

**Founded: 1958**

**Primary goal: Catholic development world service organization.**

**In Sahel since: 1962**

**In Africa since: 1960**

**Field representative: None**

**Source of funds: Private contributions ( Lenten collection), government funds, diocesan support.**

**RELIEF ACTIVITIES**

**Countries: Senegal, Mali, Niger, Chad, Upper Volta**

**Amount budgeted: Included in development figure.**

**Funds channelled: Through local Catholic organizations.**

**Time span: NA**

**Type of relief: Health care, transportation.**

**DEVELOPMENT ACTIVITIES**

**Countries: Senegal, Mali, Niger, Chad, Upper Volta**

**Amount budgeted: \$3,761,242 ( includes relief)**

**Funds channelled: Same as above.**

**Time span: 1973-74**

**Type of projects or programs: Health care, water resources, education, agriculture.**

**PARTICIPATION IN COLLABORATIVE ACTIVITIES**

**FFH/AD, GAP**

Near East Foundation  
54 East 54th St.  
New York, N.Y. 10021  
USA

Founded: 1929

Primary goal: Technical assistance to developing countries.

In Sahel since: 1973

In Africa since: 1950s

Field representative: Mauritania

Source of funds: USAID contract ( in Africa only)

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Country: Mauritania

Amount budgeted: NA

Funds channelled: Directly

Time span: 1975

Type of project: Technical assistance( Livestock survey). Similar projects previously conducted in Chad and Mali.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

**OXFAM**  
 274 Banbury Road  
 Oxford, OX2 7DZ  
 United Kingdom

Founded: 1942 (Federal charter 1966)

Primary goal : Development activities to increase world food supply for developing nations.

In Sahel since: 1972

In Africa since: 1965 (West Africa)

Field representative: Upper Volta

Source of funds: Private contributions, Oxfam cooperative stores, Christmas cards, pledged gifts, legacies.

RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger

Amount budgeted: \$299, 065

Funds channelled: Directly and through local voluntary agencies, CRS, UN agencies.

Time span: 1973

Type of relief: Food, medical supplies, needs of refugees in camps, transportation.

DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad

Amount budgeted: \$619,445

Funds channelled: Same as above.

Time span: 1973-indefinite

Type of projects or programs: Agriculture, water resources, health care, evaluation of project by Upper Voltan research group, training.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, FFH/AD, Disaster Emergency Committee ( United Kingdom); ACORD (Euro-Action Sahel), WCC (CICARWS), SPONG, GAP, LICROSS NGO Steering Committee

**OXFAM-Canada**  
251 Laurier Avenue West  
Room 301  
Ottawa, Ontario K1P 5J6  
Canada

**Founded:** 1962

**Primary goal:** Humanitarian development assistance to Third World.

**In Sahel since:** 1973

**In Africa since:** NA

**Field representative:** Upper Volta ( through Oxfam-U.K.)

**Source of funds:** Public appeals, government, combined appeals with other voluntary agencies.

**RELIEF ACTIVITIES**

**Countries:** Senegal, Mali, Niger, Chad, Upper Volta

**Amount budgeted:** See below

**Funds channelled:** Through OXFAM-U.K., OXFAM-Belgique, CRS, FAO

**Time span:** 1973-74

**Type of relief:** Food, transportation.

**DEVELOPMENT ACTIVITIES**

**Countries:** Senegal, Mali, Niger, Chad, Upper Volta

**Amount budgeted:** \$596,807 ( includes relief)

**Funds channelled:** Same as above

**Time span:** 1973-indefinite

**Type of projects or programs:** Water resources, education, health care, agriculture.

**PARTICIPATION IN COLLABORATIVE ACTIVITIES**

**Same as for OXFAM (U.K.)**

**RAINS**  
c/o IFUO  
475 Riverside Drive  
New York, N.Y. 10027  
USA

Founded: 1973

Primary goal: Provide relief directly to people of Sahel.

In Sahel since: 1973

In Africa since: 1973

Field representative: None

Source of funds: Private contributions, coalition of member organizations.

RELIEF ACTIVITIES

Countries: All CILSS members: Mali, Mauritania, Niger, Chad, Upper Volta, Senegal, Gambia.

Amount budgeted: \$200,000

Funds channelled: Through CILSS directly.

Time span: 1973-75

Type of relief : Water resources( emergency), undetermined relief as designated by CILSS.

DEVELOPMENT ACTIVITIES UNKNOWN

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

Reformed Churches of the Netherlands  
 Algemeen Diakonaal Bureau  
 Koningslaan 7  
 Utrecht  
 Netherlands

Founded: 1960

Primary goal: Development work.

In Sahel since: 1974

In Africa since: NA

Field representative: None

Source of funds: Grants by church members ( privately and through parishes)

#### RELIEF ACTIVITIES

Country: Chad

Amount budgeted: See below

Funds channelled: Through WCC(CICARWS)

Time span: 1974

Type of relief: Food

#### DEVELOPMENT ACTIVITIES

Country: Chad

Amount budgeted: \$170,000 ( includes relief)

Funds channelled: Through WCC (CICARWS) and Euro-Action Sahel (ACORD)

Time span: 1974-indefinite

Type of projects or programs: Health care, agriculture

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

WCC(CICARWS), ACORD(Euro-Action Sahel)

Secours Catholique  
 106 rue du Bac  
 Paris 75341  
 France

Founded: 1946

Primary goal: Support development projects of local Catholic groups.

In Sahel since: NA

In Africa since: 1961

Field representative: None

Source of funds: Private contributions, church collections.

RELIEF ACTIVITIES

Countries: Mali, Mauritania, Niger, Upper Volta

Amount budgeted: \$1,118,181

Funds channelled: Through local Caritas and Catholic missions.

Time span: 1974

Type of relief: Food, medication, blankets, transportation.

DEVELOPMENT ACTIVITIES

Countries: Mali, Mauritania, Niger, Upper Volta

Amount budgeted: NA

Funds channelled: Same as above

Time span: NA

Type of projects or programs: Microréalisation (small scale agricultural projects)

PARTICIPATION IN COLLABORATIVE ACTIVITIES UNKNOWN

Secours Populaire Francais  
 9, rue de Froissart  
 Paris 75003  
 France

Founded: 1926

Primary goal: To promote solidarity between developed and developing worlds through assistance to Thrid World.

In Sahel since: 1972

In Africa since: NA

Field representative: None

Source of funds: Private contributions, special appeals, community fund raising.

#### RELIEF ACTIVITIES

Countries: Upper Volta, Chad, Niger, Mali, Senegal, Mauritania

Amount budgeted: \$113,720

Funds chanelled: Through local contacts ( medical teams, etc.)

Time span: 1973-74

Type of relief: Food, medical supplies, transportation.

#### DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Chad, Niger, Mali, Senegal, Mauritania

Amount budgeted: \$93,301

Funds chanelled: Same as above

Time span: 1973-indefinite

Type of projects or programs: Health care, schools, agriculture cooperative, water resources

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

UNKNOWN

Service Universitaire Canadien Outre-Mer  
4824 Cote-des-Neiges  
Montreal  
Canada

Founded: NA

Primary goal: NA

In Sahel since: NA

In Africa since: NA

Field representatives: Senegal, Mali

Source of funds: NA

RELIEF ACTIVITIES UNKNOWN

DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Mali, Chad, Niger, Senegal

Amount budgeted: NA

Funds channelled: From OXFAM and other unknown sources.

Time span: NA

Type of projects or programs: Cooperatives, cattle raising, agriculture, health care, water resources, technology transfer.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, GAP, SPONG

Seventh Day Adventist World Service  
6840 Eastern Ave., N.W.  
Washington, D.C. 20012  
USA

Founded: NA

Primary goal: NA

In Sahel since: 1976

In Africa since: NA

Field representative: Unknown

Source of funds: NA

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Countries: Chad, Upper Volta

Amount budgeted: NA

Funds channelled: Directly

Time span: 1976-indefinite

Type of projects or programs: Agricultural ( being negotiated)

PARTICIPATION IN COLLABORATIVE ACTIVITIES

SPONG. ACVA

Southern Baptist Convention  
Foreign Mission Board  
Box 6597  
Richmond, Virginia 23230  
USA

Founded: 1845

Primary goal: Missionary work and social service.

In Sahel since: 1969

In Africa since: NA

Field representative: Upper Volta, Senegal, Niger

Source of funds: Private contributions through member churches.

RELIEF ACTIVITIES

Countries: Upper Volta, Senegal, Niger

Amount budgeted: NA

Funds channelled: Through local organizations , CRS, FEME

Time span: 1973

Type of relief: Food

DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Niger, Senegal

Amount budgeted: NA

Funds channelled: Through local organizations.

Time span: 1969-1976

Type of projects or programs: Water resources, training of mason.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

With Baptist World Alliance

Sudan Interior Mission  
Cedar Grove, New Jersey 07009  
USA

Founded: 1893

Primary goal: Missionary work

In Sahel since: 1973

In Africa since: 1893

Field representatives: Niger, Upper Volta

Source of funds: Voluntary contributions ( no solicitation is done)

RELIEF ACTIVITIES

Countries: Niger, Upper Volta

Amount budgeted: \$29,146

Funds channelled: Directly

Time span: 1973-74

Type of relief: Transportation

DEVELOPMENT ACTIVITIES

Countries: Niger, Upper Volta

Amount budgeted: NA

Funds channelled: Directly

Time span: 1973-indefinite

Type of projects or programs: Community development, training in agriculture, irrigation, water resources.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

GAP

Terre des Hommes  
27 route du Signal  
Lausanne  
Switzerland

Founded: 1960

Primary goal: To protect and help threatened children throughout the world.

In Sahel since: 1973

In Africa since: 1968

Field representative: None

Source of funds: Private contributions, special appeals.

RELIEF ACTIVITIES

Countries: Algerian border area near Mali

Amount budgeted: \$26,000

Funds channelled: Through OXFAM-Belgique

Time span: 1974

Type of relief: Aid for Tuaregs from Sahel countries (Food and basic supplies)

DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Senegal

Amount budgeted: NA

Funds channelled: Through local groups and individuals.

Time span: NA

Type of projects: Medical dispensaries

PARTICIPATION IN COLLABORATIVE ACTIVITIES UNKNOWN

**Trocaire**  
130 Booterstown Avenue  
Dublin  
Ireland

Founded: 1972

Primary goal: Irish Catholic church agency for Third World development.  
Emphasis on development education of public.

In Sahel since: 1973

In Africa since: NA

Field representative: None

Source of funds: Private contributions (Lenten campaign)

RELIEF ACTIVITIES

Countries: Senegal, Mauritania, Mali, Niger, Chad, Upper Volta

Amount budgeted: \$65,100

Funds channelled: Through CCFD, IUCW, FAO

Time span: 1973-75

Type of relief: Food, emergency seeding, transportation

DEVELOPMENT ACTIVITIES

Countries: Senegal, Mauritania, Mali, Niger, Upper Volta

Amount budgeted: \$187,600

Funds channelled: Same as above

Time span: 1973-77

Type of projects or programs: Health care, water resources, education,  
agriculture, solar energy, reforestation.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

United Methodist Committee on Relief  
475 Riverside Drive, Room 1470  
New York, New York 10027  
USA

Founded: 1940 ( restructured 1972)

Primary goal: Relief arm of United Methodists Board of Global Ministries.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: Special church collections, private contributions.

RELIEF ACTIVITIES

Countries: Mali, Niger

Amount budgeted: \$100,000

Funds channelled: Through CWS and WCC

Time span: 1973-75

Type of relief: Health teams, unspecified relief.

DEVELOPMENT ACTIVITIES

Countries: Mali, Niger

Amount budgeted: \$454,000 ( not total)

Funds channelled: Same as above

Time span: 1973-indefinite

Type of projects or programs: Support for desert oasis agricultural development, food production, health care, cooperatives, training, water resources.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, WCC(CICARWS), FFH/AD

United World Mission  
Box 8000  
Petersburg, Florida 33738  
USA

Founded: 1946

Primary goal: Missionary service

In Sahel since: 1955

In Africa since: NA

Field representatives: Senegal, Mali

Source of funds: Public appeals, private contributions

RELIEF ACTIVITIES

Countries: Senegal, Mali

Amount budgeted: \$5,000

Funds channelled: Through World Relief Commission and directly

Time span: 1974-75

Type of relief: Food

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES UNKNOWN

War on Want  
467 Caledonian Road  
London N7 9BE  
United Kingdom

Founded: NA

Primary goal: Campaign against world poverty.

In Sahel since: 1973

In Africa since: NA

Field representative : None in 1975

Source of funds: Private contributions and Disaster Emergency Committee (DEC)  
(for relief)

#### RELIEF ACTIVITIES

Country: Senegal

Amount budgeted: See below

Funds channelled: Directly and through DEC coordination

Time span: 1973-74

Type of relief: Water trucks, transportation

#### DEVELOPMENT ACTIVITIES

Countries: Mauritania( Senegalese border area)

Amount budgeted: \$640,500 ( includes some relief)

Funds channelled: Directly and with governments

Time span: 1976 - indefinite

Type of projects or programs: . Integrated village level regional development projects.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD, ICVA, Disaster Emergency Committee

World Council of Churches  
 Commission on Interchurch Aid,  
 Refugee and World Service  
 PO Box no. 66  
 150 route de Ferney  
 1211 Geneva 20  
 Switzerland

Founded: 1948

Primary goal: Ecumenical world service in developing countries.

In Sahel since: 1973

In Africa since: NA

Field representatives: Three person team for region located in Upper Volta during 1975-76 ( temporary to identify projects and partners).

Source of funds: WCC member churches service organizations, African churches, special appeal

#### RELIEF ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad

Amount budgeted: \$2,090,247 ( represents WCC members total)

Funds channelled: through local groups, governments, Red Cross

Time span: 1973-74

Type of relief: Food, medical supplies, transportation

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Mauritania, Upper Volta, Niger, Chad

Amount budgeted: \$3,237,294 ( represents WCC members total)

Funds channelled: Same as above

Time span: 1973-indefinite

Type of projects or programs: Support for CILSS NGO office, mobile clinics, water resources, agriculture, livestock, transportation.

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, FFH/AD, LICROSS NGO Steering Committee, SPONG ( observer), GAP

World Gospel Crusades  
PO Box 3  
Upland, California 91786  
USA

Founded: 1959

Primary goal: NA

In Sahel since: 1973

In Africa since: NA

Field representative: None

Source of funds: Public appeals, foundation grants

RELIEF ACTIVITIES

Countries: Senegal, Niger

Amount budgeted: \$15,000

Funds channelled: Through Food for the Hungry, Sudan Interior Mission

Time span: 1973-74

Type of relief: Food, medical supplies, transportation

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

World Mercy Fund, Inc.  
526 North Washington St.  
Alexandria, Virginia 22314  
USA

Founded: 1968

Primary goal: Medical assistance to West Africa

In Sahel since: 1968

In Africa since: 1968

Field representative: Nigeria

Source of funds: Private contributions, foundations, international and U.S. corporations, USAID

#### RELIEF ACTIVITIES

Countries: Senegal, Mali, Niger ( northern Nigeria)

Amount budgeted: NA

Funds channelled: Directly

Time span: 1972-74

Type of relief: Food, medical supplies

#### DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali, Niger

Amount budgeted: NA

Funds channelled: Directly, through local contacts, with CRS

Time span: 1968-indefinite

Type of projects or programs: Water resources, medical care

PARTICIPATION IN COLLABORATIVE ACTIVITIES UNKNOWN

World CRT Federation  
3, rue de Varembe  
1211 Geneva 20  
Switzerland

Founded: 1880

Primary goal: Rehabilitation through training.

In Sahel since: 1962

In Africa since: 1960

Field representative: None

Source of funds: USAID contracts(Sahel only) and World Bank contracts.

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Countries: Niger, Mauritani·, Mali, Chad

Amount budgeted: NA

Funds chanelled: Directly from USAID through American CRT and from World Bank contracts.

Time span: 1962- ?

Type of projects or programs: Technical assistance for specific training programs, analysis of rural MCH programs.

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA, ICVA, FFH/AD

World Relief  
PO Box 44, Davis Road  
Valley Forge, Pennsylvania 19481  
USA

Founded: 1944

Primary goal: Overseas relief agency for National Association of Evangelists.

In Sahel since: NA

In Africa since: NA

Field representative: None

Source of funds: Private contributions, churches

RELIEF ACTIVITIES

Countries: Chad, Mali, Mauritania, Niger, Senegal, Upper Volta

Amount budgeted: \$126,438

Funds channelled: Through Sudan Interior Mission, Baptists, Christian and Missionary Alliance, Worldwide Evangelization Crusade.

Time span: 1973-74

Type of relief: Food and medical

DEVELOPMENT ACTIVITIES NONE

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

World University Service  
5 Chemin des Iris  
1216 Cointrin ( Geneva)  
Switzerland

Founded: 1920

Primary goal: Bring university students and staff together worldwide to work for economic and social development and justice.

In Sahel since: 1974?

In Africa since: NA

Field representative: None

Source of funds: NA

RELIEF ACTIVITIES NONE

DEVELOPMENT ACTIVITIES

Countries: Senegal, Mali

Amount budgeted: NA

Funds channelled: Directly and through governments

Time span: 1975-indefinite

Type of projects or programs: Rural animation, women's training

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA, FFH/AD

World Vision International - Africa  
PO Box 30646  
Nairobi  
Kenya

Founded: 1975

Primary goal: Work through national evangelical churches.

In Sahel since: 1975

In Africa since: 1975

Field representative: None

Source of funds: Foundations, public appeals.

#### RELIEF ACTIVITIES

Countries: Upper Volta, Niger

Amount budgeted: \$300,000

Funds channelled: Through FEME

Time span: 1974-75

Type of relief: Food, blankets

#### DEVELOPMENT ACTIVITIES

Countries: Upper Volta, Niger, Senegal, Mali, (Gambia)

Amount budgeted: \$800,000

Funds channelled: Through FEME and other local organizations

Time span: 1975-76

Type of projects or programs: Water resources, livestock, medical and community health programs

#### PARTICIPATION IN COLLABORATIVE ACTIVITIES

FFH/AD

Worldwide Evangelization Crusade  
PO Box A  
Fort Washington, Pennsylvania 19034  
USA

Founded: 1913

Primary goal: Missionary service

In Sahel since: 1936

In Africa since: NA

Field representatives: Chad, Upper Volta, Senegal

Source of funds: World Relief Commission, TEAR-U.K., free will gifts ( no solicitation)

RELIEF ACTIVITIES

Countries: Chad, Upper Volta, Senegal

Amount budgeted: \$100,000

Funds channelled: Directly

Time span: 1973

Type of relief: Food, medical supplies

DEVELOPMENT ACTIVITIES

Countries: Chad, Upper Volta, Senegal

Amount budgeted: NA

Funds channelled: Directly

Time span: NA

Type of projects or programs: Medical, agriculture, water resources

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ACVA

YMCA- International Division  
291 Broadway  
New York, New York 10007  
USA

Founded: 1855

Primary goal: Youth work in developing countries

In Sahel since: 1973

In Africa since: NA

Field representative: Senegal

Source of funds: National Council of YMCA's

RELIEF ACTIVITIES          NONE

DEVELOPMENT ACTIVITIES

Country: Senegal

Amount budgeted: \$100,000

Funds channelled: Through government

Time span: 1974-84

Type of project: Rural youth development in agricultural management and training

PARTICIPATION IN COLLABORATIVE ACTIVITIES

ICVA