

VENRO WORKING PAPER NO. 14

## ***Humanitarian aid put to the test***

*Principles, criteria and indicators to ensure  
and monitor quality in humanitarian aid*



*August 2005*

#### Publishers

Verband Entwicklungspolitik deutscher  
Nichtregierungsorganisationen e.V. (VENRO)  
Kaiserstr. 201  
D-53113 Bonn  
Germany

Tel.: +49 (0) 228/9 46 77-0  
Fax: +49 (0) 228/9 46 77-99  
E-Mail: sekretariat@venro.org  
Internet: www.venro.org

Editors: Peter Runge (responsible), Bernd Schell,  
Dr. Peter Schmitz, Mathias Sommer, Karl-Otto Zentel

Layout: Just in Print, Bonn

Translation: Michael Gardner, Jigsaw, Bonn

Date of appearance: August 2005

VENRO is the Association of non-governmental organisations (NGOs) operating in the area of development. It comprises around 100 German NGOs working as executing agencies of private or church development co-operation, emergency relief and educational, public relations and lobbying activities relating to development cooperation.

This policy paper was compiled in the framework of the VENRO Working Group on Humanitarian Aid, in which around 20 organisations active in the field of emergency and disaster relief co-operate.

## Contents:

---

<b>1. Introduction .....</b>	<b>p. 2</b>
<b>2. Approach and system .....</b>	<b>p. 3</b>
<b>3. Principles, criteria and indicators of quality in humanitarian aid .....</b>	<b>p. 4</b>
1 <sup>st</sup> Principle: The humanitarian imperative .....	p. 4
2 <sup>nd</sup> Principle: Neutrality .....	p. 4
3 <sup>rd</sup> Principle: Independence .....	p. 5
4 <sup>th</sup> Principle: Competence .....	p. 6
5 <sup>th</sup> Principle: Co-ordination .....	p. 8
6 <sup>th</sup> Principle: Coherence .....	p. 9
7 <sup>th</sup> Principle: Effectiveness .....	p. 10
8 <sup>th</sup> Principle: Efficiency .....	p. 10
9 <sup>th</sup> Principle: Relevance/appropriateness .....	p. 11
10 <sup>th</sup> Principle: Participation .....	p. 11
11 <sup>th</sup> Principle: Avoiding negative impacts .....	p. 12
<b>4. Further reading on the topic of quality in humanitarian aid .....</b>	<b>p. 14</b>

## 1. Introduction

---

Humanitarian aid addresses the victims of crises and disasters, aiming to save lives and mitigate human suffering, and is provided independently of the victims' ethnic, religious and political affiliations (VENRO 2003b:2). Over the last few years, the framework conditions of humanitarian aid have changed considerably. For one thing, the environment that humanitarian aid operates in has become more complex and complicated. For instance, during the last few years, the numbers of humanitarian actors have grown several times in the last few years. Also, since the end of the 1990s, and especially in the wake of the terrorist attacks of the 11<sup>th</sup> September 2001, humanitarian aid has increasingly been exposed to political pressure to contribute to the resolution of armed conflicts and to peace-building or to take sides with political factions in conflicts. In addition, the rising number of disaster events and the damage they cause have resulted in a steady increase in demands on the actors. Against this background, there are more and more calls on the part of governments and the public at large for effectiveness and efficiency in humanitarian aid measures. What can humanitarian aid achieve, and where are its limits, what professional standards are of central importance to efficient humanitarian aid and how can the success of project measures be measured?

The issue of quality in humanitarian aid is being discussed in international expert circles, and during the last few years, compliance with internationally recognised quality standards, such as those formulated in the "Code of Conduct for the Red Cross and Red Crescent Movement and NGOs in Disaster Relief" or in the framework of the "Sphere Project", have increasingly been gaining significance. The VENRO Working Group on Humanitarian Aid has intensively discussed the topic of quality in humanitarian aid, setting out from a convention of the Humanitarian Aid Co-ordinating

Committee held in 2001 of which the Foreign Office was in charge. Government and non-governmental organisations in humanitarian aid work together in the Co-ordinating Committee. This Working Paper explains principles as quality characteristics, states quality criteria for each principle and defines one or more indicators for each quality criterion that operationalise the respective criterion, enabling it to be monitored. The text contains references to methodical aids, while a detailed list of further reading is given in the final chapter.

This working paper is meant primarily for the humanitarian aid organisations and serves as a practical manual or reference frame to monitor aid measures. It also represents a contribution of German non-governmental organisations (NGOs) to the debate on quality assurance in humanitarian aid, so that it addresses the specialist public as well. The document shows what quality standards look like and provides recommendations on how to attain them. However, given the plurality of German humanitarian aid organisations, the recommendations are not regarded as an imperative or as a blueprint.

## 2. Approach and system

---

The following eleven principles<sup>1</sup> that the work of humanitarian actors is based on have been adopted to assess the quality of humanitarian aid.

1. Humanitarian imperative
2. Neutrality
3. Independence
4. Competence
5. Co-ordination
6. Coherence
7. Effectiveness
8. Efficiency
9. Relevance/Appropriateness
10. Participation
11. Avoidance of negative side-effects

The principles themselves are in turn based on:

... the "Code of Conduct for the Red Cross and Red Crescent Movement and NGOs in Disaster Relief", which has been signed by 307 humanitarian organisations (status as of August 2004), cf. [www.ifrc.org/publicat/conduct](http://www.ifrc.org/publicat/conduct);

... International Humanitarian Law (IHL), cf. [www.icrc.org](http://www.icrc.org);

... the "Sphere Project" (Humanitarian Charter and Minimum Standards in Disaster Response), which was prepared in a joint process of consultation involving 228 organisations from 60 countries, cf. [www.sphereproject.org](http://www.sphereproject.org);

... and various elaborations of "ALNAP – Active Learning Network for Accountability and Performance in Humanitarian Action", cf. [www.alnap.org](http://www.alnap.org).

On the following pages, these principles will be presented and explained in detail as quality characteristics. For each principle, one or more quality criteria are referred to and described that contribute to applying or complying with the respective humanitarian principle in a concrete humanitarian aid project. One or several indicators operationalise a quality criterion, thus enabling it to be checked. Here, no claim is laid to checking the complete implementation of a quality criterion with the aid of the indicator(s) referred to. Rather, as a rule, only individual aspects are covered.

<sup>1</sup> Sustainability has not been adopted as a quality principle in its own right, since this demand has only been raised to a limited degree in the field of humanitarian aid, and especially in that of emergency relief. Nevertheless, orienting humanitarian aid projects on sustainability is desirable. Cf. "VENRO Working Paper titled "Sustainability in humanitarian aid" for more on this aspect. In this Working Paper, the issue of sustainability is considered in the context of the principles of effectiveness and the avoidance of negative side-effects.

Neither has neutrality been adopted as a quality principle in its own right since it is not referred to in the above-mentioned "Code of Conduct" and since there are different political assessments of neutrality as a humanitarian principle; cf. Humanitarian Exchange 2003:2pp.

### 3. Principles, criteria and indicators of quality in humanitarian aid

#### 1<sup>ST</sup> PRINCIPLE THE HUMANITARIAN IMPERATIVE

The majority of non-governmental humanitarian aid organisations operating internationally have signed the “Code of Conduct (CoC) of the International Red Cross and the Red Crescent and the Non-governmental Organisations”. The first and most important guiding principle of this CoC is the humanitarian imperative: “The humanitarian imperative comes first”. What is meant is that all people in all parts of the world who are in an emergency situation have a right to obtain humanitarian aid and the responsibility to provide such aid. For the humanitarian aid organisations, it is a moral obligation to provide humanitarian aid wherever it may be needed.

Mitigating human suffering among those who are least able to overcome the adversities triggered by disasters is the basic motivation in this context.

The principle of the humanitarian imperative represents a fundamental quality characteristic for humanitarian aid organisations. In practice however, it is difficult to operationalise its assessment. In fact, often enough, the situation occurs that the humanitarian imperative is resorted to as a basic argument to justify any type of humanitarian aid. This renders impossible any conclusion regarding the quality of humanitarian aid performed. Such a conclusion can only be made when further quality principles and criteria that are referred to on the following pages have been applied in detail.

#### 2<sup>ND</sup> PRINCIPLE NEUTRALITY

The principle of all people being equal is central to the humanitarian principle of neutrality. Regarding an emergency situation, this results in the demand for equal treatment of all people in need. Especially in the context of anthropogenic disasters and “complex emergencies” there is an increasing requirement to provide protection in addition to caring for those affected.

The running of humanitarian activities depends considerably on acceptance of the aid organisation among the population in need and the local authorities and parties, with neutrality being a fundamental element of the whole exercise. In conflict situations in particular, neutrality is the key to gaining access to the target population in the first place; in addition, it performs a defence role for the staff assigned.

#### 2.1 Quality criterion Humanitarian mandate of the actors

##### Indicators:

1. Humanitarian mandate established in the organisation's statutes and/or guiding principle
2. Orienting the aid organisation's work on the “Code of Conduct” or the “Humanitarian Charter” of the “Sphere Project” and International Humanitarian Law

##### Notes on the criterion and indicators:

Humanitarian actors are civil, national or international organisations. They may be non-governmental organisations (NGOs), government organisations or UN organisations that are obliged to conduct humanitarian activities and have committed themselves to complying with the humanitarian principles (as defined e.g. in the “Code of Conduct”).

Other actors, such as the military or commercial companies that are (increasingly) involved in running humanitarian measures have a fundamentally different approach and operate in an entirely different manner, so that they are unable to ensure or fulfil the principle of neutrality (as well as that of independence).

##### Counter-indications and limitations:

None

#### 2.2 Quality criterion Need as the basis of selecting target groups

##### Indicator:

Orienting the aid measures and the target group to receive support on the degree of neediness among the people affected in the disaster or conflict area, regardless of their origin, race, nationality, political convictions, sex or faith

##### Notes on the criterion and indicators:

Neutrality and thus the equal treatment of all people in situations of need results in the criterion that the selection of the target group and, therefore, also the support offered subsequently is oriented exclusively on the neediness of these people.

##### Counter-indications and limitations:

Considering all people in need in aid measures, which is defined in the indicator, can of course only be fulfilled if the aid organisation has sufficient resources at its disposal and there is unrestricted access to those affected in the entire disaster area.

### 2.3 | Quality criterion "Rights Based Approach"

#### Indicator:

The rights deduced from International Humanitarian Law of the groups affected by the disaster or the conflict in the project are actively supported.

#### Notes on the criterion and indicator:

Treating all people equally in emergency situations requires, to the same degree, the active support of the rights of all those in need deduced from International Humanitarian Law. This may entail demands for "free access" and "equal rights" in order to provide aid corresponding to the actual need.

#### Key questions:

- On 2.1: ❖ Is a humanitarian mandate established in the organisation's statutes/guiding principle?  
❖ Are the organisation's activities oriented on the Code of Conduct or the Humanitarian Charter of the Sphere Project and International Humanitarian Law?
- On 2.2: ❖ Which criterion was applied in selecting the target group?  
❖ Could all sections of society be covered when establishing the data?  
❖ Is the target group and its neediness clearly defined and documented?

## 3<sup>RD</sup> PRINCIPLE | INDEPENDENCE

In accordance with the humanitarian imperative, humanitarian aid has to be provided independently of race, religion, faith, culture and political or party influence and be oriented exclusively on the needs of the people hit by a disaster.

### 3.1 | Quality criterion Needs assessment as a decision-making basis to conduct humanitarian aid measures

#### Indicators:

1. A needs assessment is on hand.
2. The reliability and sufficient quality of the needs assessment (source, data gathering method) can be assumed.

#### Notes on the criterion and indicators:

The only checkable basis of ensuring that a humanitarian measure really is needs-oriented is a needs assessment conducted in a manner ensuring an optimum of objectiveness. The project decisions deduced from this analysis have to be taken independently of political pressure. It is generally the case that the more directly and comprehensively the

local demand has been established, if possible among those affected themselves, the greater the probability of a reliable and quantitatively high-value needs estimate will be. Various international aid organisations such as the United Nations High Commissioner on Refugees, the United Nations Office for the Coordination of Humanitarian Aid, the World Food Programme or the International Committee of the Red Cross can provide templates for such analyses.

#### Counter-indications and limitations:

Particularly in the event of a disaster situation developing suddenly, the criterion's demand, i.e. conducting a sound needs assessment ahead of planning and taking decisions on a humanitarian project, may clash with the quality principle of the measure's effectiveness and efficiency later on, especially with the demand for a timely response. The short-term, swift commencement of aid measures, e.g. in a flooded area that is difficult to access, will often rule out any quantitative and qualitative needs assessment or only allow a very rough survey.

### 3.2 | Quality criterion Independence of decision-making regarding project design and implementation

#### Indicator:

Decisions on project design and implementation are based on the needs of people in an emergency situation.

#### Notes on the criterion and the indicator:

Humanitarian aid is increasingly being exposed to the danger of being used to assert political, military or strategic objectives. Via funding provided on various conditions, the control and restriction (including denial) of access to sections of the population or regions in need or more or less direct intervention in planning and implementing aid projects, donors, national governments, armed forces and local authorities will seek to influence humanitarian measures. Thus a strict orientation on the demands of the population in need represents an important criterion for the independence of humanitarian aid not only for taking decision on and initiating emergency relief measures but also for their planning and implementation.

#### Counter-indications and limitations:

Humanitarian organisations are morally obliged (humanitarian imperative) to help people in emergency situations in accordance with their needs. Situations in which aid measures may only be conducted via the influencing and conditioning of third parties, so that they contradict the principle of neediness and independence, result in a dilemma for the aid organisations. In this case, a consistent application of the principle of independence may result in the aid measures being terminated.

**Key questions:**

- On 3.1: ... Is a needs assessment on hand?  
 ... Who conducted the needs assessment?  
 ... Which methods were used to establish and analyse the data?  
 How was the needs assessment documented?
- On 3.2: ... Is there a logical link between the result of the needs assessment and the project design?  
 ... Were there any other factors that influenced project design?

4 <sup>TH</sup> PRINCIPLE	COMPETENCE
---------------------------	------------

People hit by crises and disasters have to be able to rely on the provision of support for them being needs appropriate, competent and adapted to the respective context. Financiers have to be able to rely on their funds being used in a professional manner, and to this end, they need an insight into the organisation's work.

#### 4.1 | Quality criterion Sectoral and regional strategies of aid organisation

**Indicators:**

1. Existence of and communication among sectoral and regional strategies at all levels of the organisation
2. Oriented on generally recognised guidelines and standards to conduct humanitarian aid, such as the Sphere Standards
3. Local knowledge (knowledge of country and local framework conditions – political, social, cultural, economic)

**Notes on criterion and indicators:**

Corresponding regional and sectoral strategies, priorities as well as data based on experience ought to be available and presented in a straightforward manner so as to enable the assessment of an organisation's competence. They provide a framework for action and an important orientation for the organisation and its staff and partners as well as those affected. Here, in planning and implementing humanitarian measures, an orientation on generally recognised standards and guidelines has to be ensured in a comprehensible manner.

**Counter-indications and limitations:**

None

#### 4.2 | Quality criteria Briefing and preparatory measures for staff, staff care

**Indicators:**

1. Guidelines in place on the selection, briefing and preparing and care of the staff assigned and the local staff
2. Training of staff regarding Code of Conduct, minimum standards (Sphere Project), International Humanitarian Law and its application as well as security training for assigned specialists
3. Are the staff informed about measures to prevent sexual abuse? (Also see UNHCR guideline on "Sexual and gender based violence against refugees, returnees and internally displaced persons", May 2003 and "Prävention von sexuellem Missbrauch von Abhängigen in der Projektarbeit", DWHH July 2004.)
4. Descriptions of workplaces for assigned and local staff are available
5. Sufficient health and accident insurance for assigned and local staff tailored to the respective situation
6. Orientation on guidelines and standards on staff care such as the People in Aid Code of Good Practice, cf. [www.peopleinaid.org](http://www.peopleinaid.org) and VENRO's "Minimum Standards for Staff Security in Humanitarian Aid" and "Criteria for Staff Planning in Humanitarian Aid", cf. [www.venro.org](http://www.venro.org).

**Notes on criterion and indicators:**

An organisation's competence is reflected in the professionalism and experience of its staff, who in turn require appropriate care to professionally implement the organisation's strategies and measures. Purposeful and professional selection, preparation, care and support of the assigned and local staff thus represent important pillars for quality assurance in humanitarian aid to rest on. To sharpen an organisation's profile and clearly delimitate responsibilities, the structures, roles and responsibilities of assigned and local staff have to be defined by workplace descriptions. Humanitarian aid staff frequently work in extreme framework conditions and are exposed to a high personal security and health risk. As employers, humanitarian organisations are obliged to provide welfare services for their staff and have a duty to minimise these high risks with appropriate training, equipment and insurance cover arrangements. In addition, the type and extent of staff ought to be oriented on recognised standards.

**Counter-indications and limitations:**

None

#### 4.3. Quality criterion Subject competence of staff

##### Indicators:

1. Staff are sufficiently qualified and suitable to fill the positions defined by the workplace or position descriptions.
2. Skills and qualifications of local staff are made use of.
3. Assigned and local staff are upgraded and promoted.

##### Notes on criterion and indicators:

Staff are the most important asset of an organisation, also in humanitarian aid when it comes to professionally handling aid measures. This is why it is in the interest of an organisation to brief and prepare its staff appropriately. Staff development measures such as training courses and training and upgrading measures raise the professionalism and continuity of work. Training, upgrading and employment of local staff contribute to developing the self-help capacities of the population affected and boost local structures.

##### Counter-indications and limitations:

Staff fluctuation is high in humanitarian aid. There are a large number of reasons for this. Of course, one important factor is planning insecurity, i.e. the unpredictability of many crises and disasters and the resulting changing demand for qualified staff. As a rule, making use of "disaster-free" intervals to improve qualifications and capacities fails because of the limited availability of funds among humanitarian organisations and donors. So in many cases, there is only limited scope to make use of staff development measures to make a significant contribution to improving quality in the medium and long term.

#### 4.4. Quality criterion Accountability and transparency in the employment of resources

##### Indicators:

1. A transparent system of accounting is in place
2. Guidelines for the practice and documentation of the placing of orders
3. Regular external checks on how financial affairs are handled
4. Publishing the relevant financial statistics

##### Notes on criterion and indicators:

Professional handling of resources is a precondition for their acquisition and an optimum cost-benefit ratio in their use. Accountability towards the public in the employment of resources demonstrates proficiency in financial matters.

#### 4.5. Quality criterion Developing competencies and the ability to learn in an organisation

##### Indicators:

1. Systematised planning and reporting is practised
2. An analysing and evaluating system is in place
3. A quality development strategy is in place
4. Checkable implementation of insights gained through analysis in operational practice

##### Notes on criterion and indicators:

Humanitarian aid has to be performed in insecure and constantly changing framework conditions. For this reason, it is necessary to systematically document and analyse experience and feed it back into operational practice in the framework of a systematic learning process. Under this quality criterion, this demand is made both for the contents aspect and the financial aspect of a project.

##### Counter-indications and limitations:

None

##### Key questions:

- On 4.1: ... Are the organisation's strategy, content and regional priorities documented e.g. in Internet presentations, activity reports and profiles?
- ... Are all the organisation's levels aware of the strategy and sectoral and regional orientation?
- ... Does knowledge of regional dangers and risk factors exist, and is it considered in the concept of the measure with a view to reducing the target group's vulnerability?
- ... Are there concepts to integrate preventive components vis-à-vis existing local and regional risk factors into project development and implementation?
- On 4.2: ... Are guidelines on staff care in place?
- ... Do workplace descriptions exist for the various positions?
- ... How is the security and the safeguarding of staff seen to?
- ... Do recognised standards form the basis of staff care?
- ... Are the conditions of assignment considered in social security arrangements (insurances, etc.)?
- On 4.3: ... In selecting staff, is intercultural competence and experience with emergency and development aid considered in addition to subject qualifications?
- ... What is the ratio of local to assigned staff like in filling posts?
- ... Does the profile of the staff assigned correspond to the defined requirements?

- ... Are there regular (several times a year) upgrading and further education programmes?
- ... Are local partners and their staff considered when applications are reviewed?
- On 4.4: ... Is there a consistent accounting system?
- ... Are calls for tenders made according to the requirements of the financiers when material is procured, and is it documented?
- ... Is the handling of financial affairs subject to regular external checking?
- ... Is the financial situation made public?
- On 4.5: ... Are there guidelines on the compilation of reports?
- ... Are all missions documented and evaluated in a uniform manner?
- ... Which instruments are used for impact monitoring?
- ... How are indicators analysed in the context of monitoring and in evaluations?
- ... Is the implementation of the evaluation results in the organisation's project practice still comprehensible?

## 5<sup>TH</sup> PRINCIPLE CO-ORDINATION

Co-ordination relates to local authorities and other actors as well as the systematic use and application of structures and instruments to conduct humanitarian aid in a coherent and effective manner. The aim is the optimum employment of existing resources. It is essential to avoid, on the one hand, the duplication of measures at one location or in one sector, and on the other, an absence of or insufficient supplies to an area or a sector. Approaches need to be co-ordinated. For instance, the exchange of information and arrangements for security issues have to be settled.

### 5.1 Quality criterion Humanitarian aid measures are co-ordinated with other actors

#### Indicators:

1. Presence and participation in co-ordinating structures
2. The organisation's planning and its activities are known to the co-ordinating structures
3. Effects of the co-ordinating process on planning and running the programmes and projects

#### Notes on criterion and indicators:

In order to avoid inefficiency, it is necessary for general, sectoral or regional information, planning and approaches to be communicated and co-ordinated in the course of a co-ordinating process. Arrangements and guidelines that have been

agreed must be respected by the organisations participating and have to be reflected in their planning and implementing of measures. If co-ordination arrangements and agreed guidelines are consciously not observed by an organisation, it has to give convincing reasons why this is the case and document them.

#### Counter-indications and limitations:

None<sup>2</sup>

### 5.2 Quality criterion Local structures to co-ordinate humanitarian aid measures are made use of.

#### Indicator:

Civil structures to co-ordinate the running of humanitarian aid measures recognised by the local humanitarian actors are in place and are made use of.

#### Notes on criterion and indicator:

With a view to co-ordinated action among the humanitarian actors involved, the establishment and recognition of local co-ordinating structures is essential. In principle, responsibility for the co-ordination and steering of humanitarian aid measures and the setting up of corresponding structures lies with the local government or the local authorities which, should the need arise, ought to be supported in performing this duty. In cases in which the local government/local authorities cannot perform this task, aid organisations ought to become actively involved in initiating and supporting a co-ordinating process, e.g. under the direction of the United Nations.

#### Counter-indications and limitations:

In the case of co-ordination being complicated by a sovereign state or, in place of it, a local authority resulting in access to the population affected being blocked or restricted or if the principles of independence and neutrality of the aid organisations are violated, it may become necessary to circumvent the local co-ordinating structures in order to fulfil the humanitarian imperative, i.e. to satisfy the right of those affected to adequate support.

- 2 In the co-ordination of humanitarian aid in conflict areas, it has become increasingly difficult to delimitate humanitarian measures from the political and military objectives of the United Nations, e.g. in the context of so-called integrated missions. Nevertheless, it remains an imperative from the angle of humanitarian aid organisations.

### 5.3 Quality criterion

**Supra-regional/international structures are made use of to co-ordinate humanitarian aid and enhance its quality.**

#### Indicator:

Participation in or use of continuous and temporary co-ordinating structures related to the specific emergency situation that belong to the field of humanitarian aid in Germany and Europe and to the framework of the United Nations, e.g. the Humanitarian Aid Co-ordinating Committee (KAHH), the VENRO Working Group on organisations providing humanitarian aid, VOICE and UN conferences.

#### Notes on criterion and indicator:

The ability to respond appropriately to crises and disasters also presupposes co-ordination among the actors in advance. In an ongoing dialogue, the framework conditions of humanitarian aid, objectives, methods and approaches are constantly being developed and the formation of consensus, e.g. on the implementation of recognised standards, is promoted. Thus participation and active use of networks and co-ordinating structures, e.g. the Humanitarian Aid Co-ordinating Committee, VENRO, Voluntary Organisations in Cooperation in Emergencies (VOICE) or in the framework of the United Nations, is a contribution to steady improvements in the quality of humanitarian aid.

#### Counter-indications and limitations:

None

#### Key questions on quality criteria

- On 5.1: ❖ Are there local co-ordinating structures?
- On 5.2: ❖ Does the organisation participate in co-ordinating meetings and structures?
- ❖ Is the organisation actively involved in co-ordination?
  - ❖ Which tasks has the organisation performed to promote co-ordination?
  - ❖ How has the organisation co-ordinated its activities with other organisations and local authorities?
  - ❖ Has the organisation been recognised as a constructive and reliable partner by the organisations responsible for co-ordination ("co-ordinating organisations")?
  - ❖ What impact has co-ordination had on the programmes of the organisation in question and those of other organisations?
  - ❖ What were the reasons not to take part in co-ordinating or to do so only marginally?
- On 5.3: ❖ Is the organisation integrated into international co-ordinating committees at home or at regional or international level, and does it participate actively in these committees?

## 6<sup>TH</sup> PRINCIPLE COHERENCE

In this context, coherence means the co-ordination of aid measures with overarching foreign and development policy strategies at the different levels, i.e. of the international aid organisations, local government/local authorities and the international community. Coherence is a result of co-ordinated action. Ideally, the necessary measures are based on a strategy that all the actors have agreed on. To this end, commonly accepted standards have to be used as guidelines and local peculiarities and framework conditions have to be considered. Coherence contributes to enhancing efficiency and integrating the measure into the local context.

### 6.1 Quality criterion

**Considering overarching strategies and programmes of international aid organisations, local government/local authorities and the international community**

#### Indicators:

1. Aid measures of the aid organisations are in harmony with their humanitarian mandate and their own strategies and programmes.
2. The strategy and the objectives of the organisation's aid measures are in harmony with those of the local government/local authorities.
3. The strategy and objectives of the aid organisation are in harmony with those of the international community.

#### Notes on criterion and indicators:

The integration of a humanitarian aid organisation's measures into the strategies and programmes at the different levels ought to be taken into consideration correspondingly both in planning and in the implementation of activities (and ought to be entered in the respective documentation). Ideally, all actors involved are commonly working towards the same goals.

#### Counter-indications and limitations:

The violation of super-ordinate principles (e.g. the independence and neutrality of the aid activities) by locally or internationally prescribed strategies and programmes that run contrary to state of the art knowledge and experience may restrict their acceptance among the organisations. In this case, the reasons to circumvent such principles ought to be documented by the organisation in a comprehensible manner.

#### Key questions on the quality criterion

- On 6.1: ❖ Are the actors working towards the same goal?
- ❖ Do the strategies presented take the local and regional conditions into consideration (ethnic tension, existing dangers and risk potentials)?

- ... Are the organisation's mandate and strategy known and comprehensible at all levels?
- ... Are the strategies, objectives and plans of the local authorities or the responsible actors at local level known to the aid organisation, and does it orient its activities on them?
- ... Is the work of the aid organisation oriented on the objectives of the international community?

## 7<sup>TH</sup> PRINCIPLE EFFECTIVENESS

Effectiveness is the degree to which a measure attains its prescribed goals. The aim of humanitarian aid is to secure the survival of a large number of people in extreme emergency situations and mitigate human suffering. In the medium term, the effectiveness of a humanitarian aid measure has to be judged according to whether the causes of a disaster have been established and whether, based on this, the goals set contribute to reducing the vulnerability of those hit by the disaster or conflict. In the context of natural disasters, disaster prevention measures make a crucial contribution to increasing the effectiveness of a project in a medium and long-term timeframe. Integrating them into the context of humanitarian aid sets the course for important aspects of future project approaches.

### 7.1 Quality criterion Attaining the goals set

#### Indicators:

1. Unambiguousness of the defined goal
2. Level of attainment of the goal (target group, timeframe, quality/quantity of delivery)
3. Establishing and considering existing dangers and the risk
4. Contribution to the target group's vulnerability

#### Notes on criterion and indicators:

An unambiguous definition of the goals is a fundamental prerequisite for determining whether a project has attained the goals prescribed (and thus for determining whether it has been effective). Setting out from the definition of the goal, it is possible to establish the degree to which the various goals have been attained regarding the various aspects mentioned above. A detailed analysis of the effectiveness of aid measures with respect to its different aspects and taking the framework conditions into consideration is an important factor in raising the effectiveness of projects and programmes.

#### Counter-indications and limitations:

The unpredictability of the framework conditions influences the scope to plan the running of a project.

### Key questions on the quality criterion

- On 7.1:
- ... Was there a needs assessment?
  - ... Did the needs assessment establish the causes of the present disaster and existing risk factors (hazards and vulnerability)?
  - ... Were the goals sufficiently unambiguously formulated (SMART), and were appropriate indicators defined and applied to measure attainment of the goal?
  - ... To what degree was the defined goal attained?
  - ... What were the essential framework conditions that influenced the attainment of the goal?
  - ... Were deviations from the objective explained in a comprehensible manner?
  - ... Were the causes established and was a risk assessment made? Were these aspects considered in the project concept, and were preventive measures integrated into the project design?
  - ... Has the project contributed to boosting the target group's self-help potential to face new risks?
  - ... Did the measures reach the target population? Who was reached? Who was not reached?

## 8<sup>TH</sup> PRINCIPLE EFFICIENCY

In this context, efficiency is understood as an optimised cost-benefit ratio in attaining the goals. In humanitarian aid, the issue of efficiency, which is easy to establish in a purely technical environment, also has to cover framework conditions and is influenced by ethical values and other aspects.

### 8.1 Quality criterion Cost-benefit ratio of humanitarian measures that is appropriate to the situation

#### Indicators:

1. Options for action at the time of decision-making are assessed (availability, risks, time, staff).
2. On the basis of the information available at the point of decision-making, the selection was the best option regarding the cost-benefit ratio.

#### Notes on criterion and indicators:

An assessment of the cost-benefit ratio sets out from the needs assessment. But in addition, other factors such as the availability of goods to cover demand, the availability of staff, the accessibility of the target group and the risks that may exist in the area of assignment are established. The urgency of the need for humanitarian aid determines the time available and therefore has a direct impact on the costs.

The degree to which the second indicator is fulfilled can only be assessed in an overall context of neediness, availability of resources and available funds. In addition to the short-term aspects of immediately meeting demand, in the medium to long term, the enhancement of self-help capacities among the target group thanks to the aid provided can also be applied as a factor to assess a project's efficiency (see Principle 7 "Effectiveness").

**Counter-indicators and limitations:**

As the supreme guideline for the activities of aid organisations, the humanitarian imperative runs contrary to cost-efficient project implementation given the need to cover demand swiftly.

**Key questions:**

- ...✚ Were the options for action at the point of decision-making assessed comprehensively and in a comprehensible manner?
- ...✚ Does the selection of goods correspond to the result of the check?
- ...✚ Setting out from risk analyses, was it possible to integrate medium-term and long-term aspects of a reduction of vulnerability or an enhancement of self-help capacities into the selection?
- ...✚ Has the measure contributed to lessening the possibility of a repetition of the disaster event?

**9<sup>TH</sup> PRINCIPLE RELEVANCE/APPROPRIATENESS**

Disasters and crises occur in a regionally restricted area that is characterised by certain framework conditions of a geographical, economic, political and social nature. Humanitarian aid measures have to consider these framework conditions and the resulting need in terms of an area's respective local peculiarities.

**9.1 Quality criterion Appropriateness of activities in terms of the context of humanitarian needs**

**Indicators:**

1. Integration and use of local resources and capacities
2. Aid deliveries and support measures correspond to local habits and needs.
3. The project running period has been adapted to the needs.
4. Instruments are in place and are used for an ongoing checking and, should the need arise, adapting to changing framework conditions.

**Notes on criterion and indicator:**

The basis for the fulfilment of the quality criterion is the existence of a needs assessment (see Principle 2 "Independence"). The relevance of measures is measured against the established needs, local habits and existing risk factors. Additionally, positive effects on the local environment, such as the promotion of local resources and the enhancement of self-help capacities, are taken into consideration. In the unstable working environment of humanitarian aid, options for continuous monitoring and steering of projects are of eminent importance to the steering of the project as a whole.

**Counter-indications and limitations:**

None

**Questions:**

- ...✚ Have local resources and capacities been made use of to an optimum degree?
- ...✚ Have local resources and capacities been strengthened (self-help capacity) in order to prevent or lessen the likelihood of disasters in future in the sense of prevention measures?
- ...✚ Was project progress continuously monitored?
- ...✚ Were the monitoring results integrated into the course of the project via steering mechanisms?
- ...✚ Were aid deliveries, concepts and methods of aid adapted to the local conditions?
- ...✚ Could the measures be integrated into existing local supply structures or were they complementary to them?
- ...✚ Is an "exit strategy" considered in the planning of the aid measures in a comprehensible manner?
- ...✚ Were options for a transformation of measures into structural assistance and development aid measures assessed and, if necessary, pursued?
- ...✚ Did the length of the aid measures meet humanitarian demands, and were they carried out long enough or did they take too long?
- ...✚ Could the measures contribute to crisis and disaster prevention by reducing the vulnerability of the population affected?

**10<sup>TH</sup> PRINCIPLE PARTICIPATION**

Integrating local partners into programmes and projects and promoting local partners by offering upgrading and training measures, an aspect that is commonplace among NGOs working in development co-operation, has also become established as an important instrument among many of the NGOs active in humanitarian aid. This type of co-operation has a number of fundamental advantages. Responsibility for the type and volume of aid is assumed in partnership with local organisations that are permanently present at local level

and are more familiar with the specific social and cultural conditions than aid workers from abroad (cf. Cremer 1998). Thanks to this know-how, they are usually in a better position to assess the long-term impact of their aid. The participation of partner organisations also constitutes an important contribution to disaster prevention.

### 10.1 | Quality criterion Orienting measures on partners

#### Indicator:

1. Promoting participation in project development and implementation
2. Strengthening local structures with capacity building measures

Orientation on partners also always stands for capacity building among the local partners. In accordance with the needs of the local partners, conducting capacity-building measures means boosting their abilities to cope with and prevent crises and disasters as well. Such measures may already be taken at the beginning of an emergency situation, but it also makes sense to continue them when the immediate emergency situation is over in order to be able to better establish their long-term impact. In addition to the subject and personal qualification of local staff, capacity building can mean setting up an appropriate and efficient infrastructure (e.g. setting up storage capacities or upgrading for medical staff for basic health care in emergency situations), too.

In addition, working out planning processes jointly can counter the paternalistic behaviour of the humanitarian actors.

### 10.2 | Quality criterion Promoting self-help capacities

#### Indicator:

1. Promoting self-help activities developed by the target group

In addition to an orientation on partners, the self-help aspect of humanitarian aid in the sense of promoting self-help initiatives is of considerable importance (cf. VENRO 1999). With a minimum of purposeful support, such initiatives can evolve into informal social networks that may, for instance, be indispensable to rehabilitating small-scale industries and agriculture or to the reintegration of refugees.

#### Key questions:

- On 10.1: ... ❖ Was project planning and implementation developed in a participatory manner?  
 ... ❖ Were there any local partners, and if so, were they taken into consideration?  
 ... ❖ Were local partners sought?
- On 10.2: ... ❖ Were self-help initiatives considered and measures undertaken to enhance existing capacities?

## 11<sup>TH</sup> PRINCIPLE | AVOIDING NEGATIVE IMPACTS

Organisers of humanitarian aid are aware that, in addition to the intended positive effects, every measure can also have non-intentional negative effects in the area of assignment. Is dependence created, are local structures interfered with or destroyed, are conflicts aggravated or is the vulnerability of target groups to disasters, crises and conflicts increased? Assessing and integrating such impacts and risks, careful project design and appropriate steering mechanisms in project implementation can lessen this danger albeit not rule it out completely (cf. Anderson 1999).

### 11.1 | Quality criterion Only a very slight or no occurrence of negative impacts of project activities

#### Indicator:

1. Occurrence of negative impacts on economy, environment, politics, society as a result of the project activities
2. Conducting a risk assessment for the preventive development of possible counter-measures in the framework of planning and implementation
3. Monitoring the occurrence of unpredictable negative side-effects and introducing corresponding counter-measures to mitigate and check them

#### Notes on criterion and indicators:

The basis for an avoidance of negative impacts of projects is an independently conducted needs assessment (see Principle 3 "Independence") and the subject competence of the aid organisation (see Principle 4 "Competence"). Making use of existing structures is a major contribution to this (see Principle 9 "Relevance/Appropriateness"). Optimum consideration and integration into the project's concept and its implementation of causes and effect contexts is an important basis to develop counter-measures to avoid negative impacts. In addition, the aspects of prevention are to be integrated into humanitarian aid measures right from their inception – with the aim of boosting the self-help capacity of those affected (see Principle 7 "Effectiveness").

**Counter-indicators and limitations:**

In an extreme emergency situation, the humanitarian imperative may result in medium and long-term negative effects of a project being accepted in order to ensure the short-term securing of survival.

**Key questions:**

- ...✚ What would have happened if the project had not been run?
- ...✚ Were the framework conditions (e.g. political, economic, environmental, conflict potential) established and analysed with regard to possible interaction with the aid measures?
- ...✚ Were such assumptions and risks sufficiently represented and considered in planning?
- ...✚ Were possible negative impacts considered in designing the concept?
- ...✚ Was there a monitoring system to ensure that negative impacts could be established and counter-measures could be initiated as early as possible?
- ...✚ Were local risk factors established and considered?
- ...✚ Were there special plans to enhance the target group's self-help capacity vis-à-vis the risk factors or was the development of dependence accepted?
- ...✚ Have the project results raised or reduced the target group's vulnerability?
- ...✚ Were measures to reduce the risks integrated into planning?

#### 4. Further reading on the topic of quality in humanitarian aid

---

Active Learning Network for Accountability and Performance in Humanitarian Action (2001): *Humanitarian action: Learning from evaluation*, London.

Active Learning Network for Accountability and Performance in Humanitarian Action (2002): *Humanitarian action: Improving performance through improved learning*, London.

Active Learning Network for Accountability and Performance in Humanitarian Action (2003): *Humanitarian action: Improving monitoring to enhance accountability and learning*, London.

Anderson, Mary B. (1999): *Do no harm: How aid can support peace or war*, Boulder.

Auswärtiges Amt (2004): *Sind Katastrophen unvermeidbar? Katastrophenvorsorge des Auswärtigen Amtes*, Edition Diplomatie, Schriftenreihe des Auswärtigen Amtes, Berlin.

Borton, John (2001): *The quality revolution and some reflections on what the humanitarian sector might learn from it*, Draft for presentation at the "Workshop on Quality in Humanitarian Aid" Göttingen 28<sup>th</sup>–30<sup>th</sup> September 2001, unpublished manuscript.

Brabant, Koenraad Van (2001): *Mainstreaming the organisational management of safety and security: A review of aid agency practices and a guide for management*, London.

Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (2004): *Katastrophenvorsorge: Beiträge der deutschen Entwicklungszusammenarbeit*, BMZ-Materialien Nr. 135, Bonn.

Cremer, Georg (1998): *Gut gemeint, nicht immer gut*, in: Herder Korrespondenz 12, pp. 624–628.

Darcy, James/Hofmann, Charles-Antoine (2003): *According to need? Needs assessment and decision-making in the humanitarian sector*, London: ODI.

Deutsche Welthungerhilfe (2003): *Nach der Katastrophe ist vor der Katastrophe: Erfahrungen mit dem Management von Katastrophenrisiken in Nicaragua*, Dokumente Bd. 10, Bonn.

Deutsche Welthungerhilfe (2004): *Prävention von sexuellem Missbrauch von Abhängigen in der Projektarbeit*, Bonn.

Eberwein, Wolf-Dieter/Runge, Peter (Eds.) (2002): *Humanitäre Hilfe statt Politik? Neue Herausforderungen für ein altes Politikfeld*, Münster/Hamburg/London.

Gesellschaft für Technische Zusammenarbeit (2004): *Wiederaufbauprogramme und „Complex Emergencies“: EZ-relevante Erfahrungen und Lessons Learned*, Eschborn.

Gohl, Eberhard: *Qualität in der humanitären Hilfe – Überblick über den Stand der Diskussion und Möglichkeiten der Operationalisierung*, introductory paper for a closed ses-

sion of the Humanitarian Aid Co-ordinating Committee in Göttingen, 28<sup>th</sup>–30<sup>th</sup> September 2001, unpublished manuscript.

Hallam, Alistair (1998): *The Evaluation of humanitarian assistance programmes in complex emergencies*, Good Practice Review No. 7, London.

Henry, James (2004): *Understanding human resources in the humanitarian sector: A baseline for enhancing quality in management*, People in Aid, London.

Hofmann, Charles-Antoine/Les Roberts/Shoham, Jeremy/Harvey, Paul (2004): *Measuring the impact of humanitarian aid: A review of current practice*, London.

Humanitarian Practice Network (2003), *Humanitarian Exchange*, No. 25, December 2003, pp. 1–17.

International Federation of the Red Cross and Red Crescent Societies (1994): *Code of conduct for the International Red Cross and Red Crescent Movement and NGOs in disaster relief*, Geneva.

Kaiser, T. (2000): *Participatory and beneficiary-based approaches to the evaluation of humanitarian programmes*, United Nations High Commissioner for Refugees Evaluation and Policy Analysis Unit, Geneva.

Leader, Nicholas (2000): *The politics of principle: The principles of humanitarian action in practice*, London.

Macrae, Joanna (Ed.) (2002): *The new humanitarianism: A review of trends in global humanitarian action*, London.

Minear, L./Weiss, T. G. (1993): *Humanitarian Action in times of war: A handbook for practitioners*, Boulder.

Mülleider, Christoph (1999): *Die Evaluierung der österreichischen Humanitären Hilfe im ehemaligen Jugoslawien als Ausgangspunkt für die Entwicklung eines einheitlichen Modells zur Erfassung und Dokumentation von Hilfsmaßnahmen*, Linz.

Organisation for Economic Cooperation and Development (1999): *DAC Guidance for evaluating humanitarian assistance in complex emergencies*, Paris.

People in Aid (2003): *The people in aid code of good practice in the management and support of aid personnel*, London.

Sommer, Matthias: *Nothilfe auf dem Prüfstand*, in: Zeitschrift für Entwicklungspolitik 16/17 (2003), pp. 51–55.

Sphere Project (2000): *Humanitarian charter and minimum standards in disaster response*, London.

Twigg, John (2004): *Disaster risk reduction: Mitigation and preparedness in development and emergency programming*, Good Practice Review No. 9, London.

UNHCR (2003): *Sexual and gender-based violence against refugees, returnees and internally displaced persons*, Geneva.

VENRO (1999): *Sustainability in humanitarian aid*, VENRO Working Paper No. 8, Bonn.

VENRO (1999): *Dokumentation des Projekts „Qualität in der humanitären Hilfe“ im Rahmen der VENRO-Kampagne „Deutsche EU-Präsidentschaft“ (1. Halbjahr 1999)*, Bonn.

VENRO (2002): *Kriterien für die Personalplanung in der humanitären Hilfe*, Bonn.

VENRO (2003a): *Minimum standards for staff security in humanitarian aid*, Bonn.

VENRO (2003b): *Armed forces as humanitarian aid workers? Scope and limits of co-operation between aid organisations and armed forces in humanitarian aid*, Bonn.

Wood, Adrian/Apthorpe, Raymond/Borton, John (Eds.) (2001): *Evaluating international humanitarian action: Reflections from practitioners*, London.

**List of VENRO members (August 2005)**

action medeor – Deutsches Medikamenten Hilfswerk  
 ADRA – Adventistische Entwicklungs- und Katastrophenhilfe  
 Ärzte der Welt  
 Ärzte für die Dritte Welt  
 Ärzte ohne Grenzen\*  
 AeJ – Arbeitsgemeinschaft der Evangelischen Jugend  
 AGEH – Arbeitsgemeinschaft für Entwicklungshilfe  
 agl – Arbeitsgemeinschaft der Eine-Welt Landesnetzwerke  
 Akademie Klausenhof  
 Aktion Canchanabury  
 Andheri-Hilfe Bonn  
 Arbeiter Samariter Bund Deutschland  
 Arbeiterwohlfahrt Bundesverband  
 AT-Verband\*

BDKJ – Bund der Deutschen Katholischen Jugend  
 Behinderung und Entwicklungszusammenarbeit\*  
 BEI – Bündnis Entwicklungspolitischer Initiativen  
 Bundesvereinigung Lebenshilfe für Menschen mit geistiger  
 Behinderung  
 Brot für die Welt

CARE Deutschland  
 Casa Alianza Kinderhilfe Guatemala  
 CCF Kinderhilfswerk  
 Christliche Initiative Romero  
 Christoffel-Blindenmission\*

DEAB – Dachverband entwicklungspolitischer Aktionsgruppen in  
 Baden-Württemberg  
 DESWOS – Deutsche Entwicklungshilfe für soziales Wohnungs-  
 und Siedlungswesen  
 Deutsche Kommission Justitia et Pax  
 Deutsche Lepra- und Tuberkulosehilfe  
 Deutsche Stiftung Weltbevölkerung  
 Deutsche Welthungerhilfe  
 Deutscher Caritasverband – Caritas International  
 Deutscher Paritätischer Wohlfahrtsverband AK »Parität International«  
 Deutsches Blindenhilfswerk  
 Deutsches Komitee Katastrophenvorsorge\*  
 Deutsches Rotes Kreuz – Generalsekretariat\*  
 DGB-Bildungswerk – Nord-Süd-Netz  
 Die Lichtbrücke  
 Dritte Welt JournalistInnen Netz

EED – Evangelischer Entwicklungsdienst  
 Eine Welt Netz NRW  
 Eine Welt Netzwerk Hamburg  
 EIRENE – Internationaler Christlicher Friedensdienst  
 Evangelische Akademien in Deutschland

FIAN Deutschland

Germanwatch Nord-Süd-Initiative  
 GSE – Gesellschaft für solidarische Entwicklungszusammenarbeit

Handicap International  
 Hilfswerk der deutschen Lions

ILD – Internationaler Landvolkdienst der KLB  
 Indienhilfe  
 INKOTA – Ökumenisches Netzwerk  
 Internationaler Hilfsfonds  
 Internationaler Verband Westfälischer Kinderdörfer

Johanniter-Unfall-Hilfe – Johanniter International  
 Jugend Dritte Welt

Kairos Europa – Unterwegs zu einem Europa für Gerechtigkeit  
 Karl Kübel Stiftung für Kind und Familie  
 KATE – Kontaktstelle für Umwelt und Entwicklung – Berlin  
 KATE – Kontaktstelle für Umwelt und Entwicklung – Stuttgart  
 Kindernothilfe

Lateinamerika-Zentrum

Malteser Hilfsdienst Generalsekretariat – Abteilung Auslandsdienst  
 Marie-Schlei-Verein  
 materra – Stiftung Frau und Gesundheit  
 Medica mondiale  
 medico international  
 Misereor Bischöfliches Hilfswerk  
 Missionszentrale der Franziskaner\*

Nationaler Geistiger Rat der Bahà'i in Deutschland  
 NETZ – Partnerschaft für Entwicklung und Gerechtigkeit

ÖEIW – Ökumenische Initiative Eine Welt  
 OIKOS Eine Welt  
 ORT Deutschland  
 Oxfam Deutschland

Peter-Hesse-Stiftung – Solidarität in Partnerschaft für eine Welt  
 Plan international Deutschland

Rotary Deutschland Gemeindienst

Senegalhilfe-Verein  
 SES – Senior Experten Service  
 SID – Society for International Development  
 SODI – Solidaritätsdienst International  
 Sozial- und Entwicklungshilfe des Kolpingwerkes Stiftung  
 Entwicklung und Frieden  
 Stiftung Nord-Süd-Brücken  
 Susila Dharma – Soziale Dienste

Terra Tech – Förderprojekte Dritte Welt  
 terre des hommes Bundesrepublik Deutschland  
 Tierärzte ohne Grenzen\*  
 TransFair – Verein zur Förderung des Fairen Handels mit der »Dritten  
 Welt«

VEN – Verband Entwicklungspolitik Niedersachsen  
 VENROB – Verbund entwicklungspolitischer Nichtregierungsorganisa-  
 tionen Brandenburgs

Weltfriedensdienst  
 Welthaus Bielefeld  
 Weltladen-Dachverband.  
 Weltnotwerk der KAB Westdeutschlands  
 Werkhof Darmstadt  
 Werkstatt Ökonomie  
 World Vision Deutschland  
 W. P. Schmitz Stiftung  
 WUS – World University Service – Deutsches Komitee

Zukunftsstiftung Entwicklungshilfe der Gemeinnützigen  
 Treuhandstelle

\*) Gastmitglied

## **The following VENRO workingpapers have been published:**

### **Arbeitspapier Nr. 1: Arbeitspapier zur Zukunft der EU-AKP-Zusammenarbeit**

VENRO-Positionspapier zur Zukunft des Lomé-Abkommens vom 13.2.1998

### **Arbeitspapier Nr. 2: Der Internationale Währungsfonds – neuer Akteur in der Entwicklungszusammenarbeit?**

Dokumentation des VENRO-Studientages am 13.1.1998

### **Arbeitspapier Nr. 3: Initiatoren, Wächter oder ungebetene Gäste? Die Rolle von NRO beim Aufbau einer Global-Governance-Architektur**

Dokumentation der Fachtagung am 29.10.1998

### **Arbeitspapier Nr. 4: Handel statt Hilfe? Das Lomé-Abkommen vor dem Umbruch**

Dokumentation des VENRO-Studientages am 4.11.1998

### **Arbeitspapier Nr. 5: Der neue Lomé-Vertrag – Welche Rolle für die NRO?**

Dokumentation des Studientages am 14.2.1998

### **Arbeitspapier Nr. 6: Schuldenkrise vor der Lösung? Die deutsche Schuldeninitiative für den G8-Gipfel: Werden die Schulden der ärmsten nun auf ein tragbares Maß reduziert?**

Dokumentation des VENRO-Studientages am 17.3.1999

### **Arbeitspapier Nr. 7: VENRO-Kampagne »Deutsche EU-Präsidentschaft«**

Textsammlung zur Kampagne im ersten Halbjahr 1999, Juni 1999

### **Working paper No. 8, Sustainability in humanitarian aid, Documentation of the EU presidency project »Quality in humanitarian aid«, September 1999**

### **Arbeitspapier Nr. 9: Die Reform der EU-Entwicklungspolitik: Aufbruch oder Abbruch?**

Dokumentation zum VENRO-Studientag am 18.9.2000

### **Arbeitspapier Nr. 10: »Globales Lernen« als Aufgabe und Handlungsfeld entwicklungspolitischer Nicht-Regierungsorganisationen.**

Grundsätze, Probleme und Perspektiven der Bildungsarbeit des VENRO und seiner Mitgliedsorganisationen, Dezember 2000

### **Arbeitspapier Nr. 11: Den ärmsten Ländern neue Chancen eröffnen!**

NRO-Beiträge zur UN LDC III Konferenz vom 14.-20. Mai 2001 in Brüssel

### **Arbeitspapier Nr. 12: Entwicklung ohne Ausgrenzung**

Menschen mit Behinderung als entwicklungspolitisches Querschnittsthema im Kontext der Menschenrechte, Dokumentation einer internationalen Fachtagung in Berlin, Juli 2003

### **Arbeitspapier Nr. 13: Reality or Wishful Thinking: Does the Cotonou Process Strengthen Civil Society?**

Documentation of the Workshop on 29th July 2003 in Bonn, Dezember 2003