



International Relief and Development (IRED) Concept and Strategy Paper

Introduction

The World Federation is an Islamic faith- and community-based UK charity (No. 282303) and an international humanitarian NGO in Special Consultative Status with the Economic and Social Council of the United Nations. The World Federation has existed for over 32 years providing humanitarian services, emergency relief, economic development, institutional reform, member advocacy, community leadership and religious guidance.

The document provides an overview of the international development sector, The World Federation's IRED agenda, its organisational structure and development strategy.

Key Background IRED Concepts

International Development

International development is a holistic and multi-disciplinary context of human development for a greater quality of life for all. It therefore encompasses healthcare, education, poverty reduction, gender equality, disaster preparedness, infrastructure, economics, foreign aid, governance, human rights, environment and issues associated with these. New strategies are emerging to improve aid effectiveness, efficiency and coordination, and develop a greater sense of country ownership.

Some of the initiatives guiding international development are Millennium Development Goals, Aid Harmonization, Aid Untying, Poverty Reduction Strategy and Country Assistance Strategies¹. The MDGs are 8 universally recognised targets for reducing poverty, hunger, disease, illiteracy, environmental degradation, and discrimination against women by 2015. The MDGs serve as an overarching priority in guiding multilateral and bilateral development agency programming.

Non Governmental Organisation

Non-governmental organisations (NGOs) have become quite prominent in the field of international development in recent decades. But the term NGO encompasses a vast category of groups and organisations. The term NGO can be applied to any non-profit organization which is independent from government. NGOs are typically value-based organisations which depend on charitable donations and voluntary service, where the principles of altruism and voluntarism remain key defining characteristics. Different sources refer to these groups with different names, using NGOs, Civil Society Organisations (CSOs), Private Voluntary Organisations (PVOs), charities, non-profits charities/charitable organisations, third-sector organisations and so on. These terms encompass a wide variety of groups, ranging from corporate-funded think tanks, to community groups, grass-root

¹ Further details of the current Development Theme can be found in the Appendix of this paper.



activist groups, development and research organisations, advocacy groups, operational, emergency/humanitarian relief focused, and so on.

1. Humanity at the core

The World Federation provides services for the benefit of humankind with the clear objective of promoting the Shia Ithna-Asheri faith, to relieve poverty, and educate members of the community. To that end, The World Federation has made significant strides in achieving international development goals on poverty eradication, universal primary education, public health promotion, gender equality and partnership development.

Governmental aid agencies, international humanitarian agencies, grant-giving institutions, and the global development agenda, all have projects that are needs-based and that address human 'rights'; hence, The World Federation should ensure that we too share similar project objectives to promote our humanitarian work.

The selection of the areas and sectors need to be intelligently considered, where we should focus on for example *where we have strong presence in order to achieve stated objectives in partnership with various community-run organisations*. We would need to ensure that our projects, such as water wells, are not restricted to a selected group or community, but open to all. Whilst we can begin by a change in our communication and languages clearly articulating our humanitarian projects, a strategic shift will need to be performed to undertake activities for humanity. This should be skilfully aligned, with The World Federation's mandate for the Community and Muslims, and successful project outcomes should be acknowledge as such. At the community level, we need to capitalise on this goodwill and convert it into development projects with measurable outcomes and meaningful results.



Case Studies

The Aga Khan Foundation

The Aga Khan Development Network (AKDN) is a group of development agencies with mandates that include the environment, health, education, architecture, culture, microfinance, rural development, disaster reduction, the promotion of private-sector enterprise and the revitalisation of historic cities. AKDN agencies conduct their programmes without regard to faith, origin or gender. It has a strategic level agreement and a significant working relationship which sets out the framework and shares objectives with the United Kingdom's aid agency, the Department of International Development (DFID).

"The Aga Khan Foundation (AKF), part of the Aga Khan Development Network (AKDN), is a private, not-for-profit, non-denominational, international development agency established in 1967 by His Highness the Aga Khan. Its mission is to develop and promote creative solutions to problems that impede social development, primarily in South and Central Asia and East Africa. It concentrates on selected issues in health, education, rural development, the environment and the strengthening of civil society. With a small staff, a host of cooperating agencies and thousands of volunteers, the Foundation reaches out to vulnerable populations on four continents, irrespective of their race, religion, political persuasion or gender."

Islamic Relief (Worldwide)

Islamic Relief was an Islamic charity and a Non-Governmental Organisation (NGO) that was founded in the UK by Dr Hany El Banna in 1984. *"Islamic Relief (IR) is an international relief and development charity which envisages a caring world where people unite to respond to the suffering of others, empowering them to fulfil their potential. Working in over 25 countries, we promote sustainable economic and social development by working with local communities to eradicate poverty, illiteracy and disease. We also respond to disasters and emergencies, helping people in crisis."*

"Islamic Relief provides support regardless of religion, ethnicity or gender and without expecting anything in return." Islamic Relief has a strategic level agreement and a significant working relationship with DFID which sets out the framework and shared objectives.

Catholic aid agency (CAFOD UK)

CAFOD is the official Catholic aid agency for England and Wales. *"In more than 40 countries across the world, we bring hope, compassion and solidarity to poor communities, standing side by side with them to end poverty and injustice. It raises funds from the Catholic community and through legacies, donations and grants to support work on social justice and long-term development."* *"It forms part of the greater Caritas International, which is a global movement working in solidarity for a fairer world, inspired by the example of Christian faith and Catholic Social Teaching."* CAFOD also has a strategic level agreement and a significant working relationship which sets out the framework and shared objectives with DFID.



2. Detailed communication

Communication is vital to the engagement with the wider development community. The World Federation has, for the last 25 years, undertaken vast amounts of development work in several countries, and we need to connect with our partners and the global community in a suitable communication style.

Case Studies

Previous communication – “In Pakistan, Alhamdulillah we have been able to support the Khoja Shia Community of Sindh, where water wells were built for the residences of an Alim, Masjid and Zawwars.”

Here, we have no specific outcomes, no project objective, no specific agreement, and no project monitoring or evaluation.

New communication – “In Pakistan, The World Federation has been able to support community development activities through construction of 9 water wells in the villages of Jalab Khaso and Jalab Rind in Sindh, where 3756 families have been given access to clean water. The World Federation partnered with its local Islamic Community Centre in order to undertake the project, granting a total of £10,521.15, with an aim of contributing to improved health and increase economic, overcoming poverty and transforming lives in the region. This Water Well Project is enabling The World Federation achieve the UN's Millennium Development Goals 2 and 3. The World Federation is committed the UN MDGs, providing services where the needs are high and services are low. *“I am delighted that The World Federation was able to assist in installing a well in my village which has tremendously helped my family including my 4 children. We had previously suffered from several health problems including TB. My son Ali (6 years) was in the hospital for 3 weeks due to the unclean water.”* Mohamed Kasim.”

Here, we have shown that the water well is accessible for humanity, and clearly identified as built by The World Federation. With the partnering organisation that undertakes the project, we have:

- undertaken a needs assessment;
- signed an agency agreement;
- regularly monitored the project;
- provided with post-project reports;
- provided with detailed financial reports; and
- undertaken an end-project evaluation and impact assessment.

Organisations involved in development are required produce the above documents. A detailed report of our project with the United Nations United Nations Relief and Works Agency for Palestine Refugees can be available on request.



3. Overview of Global Finances

There are different sources of grants including: government agencies, multilateral agencies, corporations, private foundations, individuals, international donors and other NGOs. According to development sector estimates, the global development market, comprising of loan commitments and grants to emerging market and transition countries through bilateral and multilateral donor agencies totals approximately USD \$160 billion annually. Of which, the World Bank, Inter-American Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, African Development Bank account for almost \$50 billion of the total. The remaining \$110 billion is financed through Multilateral Financial Institutions (MFIs) and Bilateral Development Agencies (BDAs).

In 2009, US \$123 billion worth of funds were available within governmental budgets for development and humanitarian aid globally. The terms, humanitarian aid or emergency aid is defined as rapid assistance given to people in immediate distress to relieve suffering, such as wars and natural disasters, whilst development aid is aid given by developed countries to support development which can be economic development or social development in developing countries. There are several Trusts and Foundations which are provide funds for undertaking development and humanitarian projects such as The Bill & Melinda Gates Foundation etc.

3.1. International Funding Application Process

The funding application process is demanding and requires a clear business intelligence and program development strategy to achieve optimal results. A sample project proposal would include the preparation of:

- Cover letter;
- Executive summary;
- The project needs and purpose of grant application;
- Detailed financial plan and information;
- Organisational information; and
- Conclusion or summary.

For every funding application, The Word Federation would need to demonstrate that it possesses:

- Strong project data detailing the need of the project;
- A project implementation which identifies the resources required (human, financial etc), the activities to be undertaken and results by which the project's success or failure will be measured;
- Capacity to add value in humanitarian or development projects; and
- Relationships and networks in recipient countries that can facilitate streamlined and effective project implementation leading to the desired results.



3.2. International Funding restrictions

All funding will have specific criteria and exclusion, in order to meet the donor's political ambitions, mission and vision, strategy and objectives. Therefore:

1. Funding can be restricted to recipient developing Governments budgets (bilateral funds);
2. Funding can be restricted to multilateral organisations such as World bank and UN bodies;
3. Funding can be restricted to local NGOs defined by recipient government;
4. Funding can be restricted to projects being:
 - Regional specific e.g. Burma
 - Sector Specific e.g. Governance or medical research
 - Gender Specific e.g. empowerment of women
5. Funding can be restricted to projects based on the
 - Organisation's income
 - Organisation's policy on faith promoting
 - Organisation's credibility and awareness
 - Organisation's reserves policy
6. Projects are right-based with no discrimination based on ethnicity, religion, gender, affiliation, or race.

Case Study

In 2009 – 2010, The UK's Department of International Development (DFID) which handles the foreign aid budget was directly responsible for £6.7 billion of UK public expenditure. Of this, £4 billion (or 60%) was spent through DFID's bilateral programme and £2.5 billion through multilateral organisations e.g. World Bank, World Health Organisation etc. The administration cost was more than £252 million on staff and administration (3.7 %) within DFID itself, but does not include the cost within the bilateral programme and multilateral organisations. "DFID works from UK headquarters and 39 countries overseas and provided aid to around 90 countries."

3.3. Resources

We need to review our fundraising strategy and reassess the resources needed to implement projects and policies, analysing the resources utilised by other international organisations. There may be a need for investment in both *intellectual capital* and the *knowledge-base capital* for effective results²:

² intellectual capital is the "Why we should do this – The thinking" and Knowledge-base capital is the "How we can do it - The knowledge"



Case Study 1

European Union Grant Application - Grant applications can take around 3 weeks to 3 months (when it involves partners) with professional grant applicants. The reporting mechanism of EU Humanitarian is complex. The financial requirements are very rigid and non-flexible, and any financial errors are taken very seriously and can be highly detrimental. Islamic Relief suggested that a 20 % success rate is amongst the top. *"Grant applications take time, energy, staff and resources, and personal contacts are very important – get to know people in the Commission."* Islamic Relief's Funding and Advocacy Coordinator in Brussels. A sample application from DFID and EU Humanitarian Aid is available on request.

Case Study 2

Islamic Relief Worldwide earns £58 million (2009) and has 301 employees and 450 volunteers. They spend £6 million on staff salaries, of whom 55 staffs are involved in publicity activities and awareness-raising, 61 are engaged in fundraising activities and 28 are involved in management and governance activities.

Muslim Hands has an income of £11 million (2009) and has 35 employees dedicated to their humanitarian work. They spend around £1 million on staff salaries with a further £0.5 million on support costs, and £1.1 million on publications. They have 10 staff for publicity and fundraising, 13 on direct charitable operations and 12 on management.

The World Federation has an income of £5.1 million (2009) and has 12 employees with less than 2 staff (< £40,000) on IRED activities. The project costs for IRED was £0.5 million, of which 50 % was for Ramadhan Relief. Publications on IRED were less than £3,000.

Further information from the three UK Christian faith-based charities showed that they spend up to 28% of their income on staff salaries only (for jobs contracted within UK). Other governance and overseas staff are a further 5% to 10% of their income.

This has been clearly articulated on the Table below:

Organisation	Income	No of Staff	% on Salaries
CAFOD Catholic Overseas Development Agency ^a	£47 m	376	28 %
Christian Aid ^a	£88 m	769	26 %
Tear Fund ^a	£61 m	438	25 %
Islamic Relief Worldwide ^a	£58 m	301	10 %
Muslim Hands ^a	£11 m	35	9 %
The World Federation ^a	£5 m	12	5 %

^a The information has been obtained from the Annual Trustees Reports and Financial Statements of 2009.



3.4. Strategic Questions

The World Federation is completing an exploratory study to identify how international funding agency priorities align with The World Federation's vision and mandate and where alignment is clear, how we can obtain funding to pursue our mandate. However, as we aspire to review external sources of funding, The World Federation and regional federations would need to ask pertinent questions such as:

1. Why should anyone give us money to spend on the community?
2. Why should any external organisation fund our projects?
3. What is new or added value that you have and do that others can't?
4. What have we done for 'humanity' (need-based and right based) and how effective have we communicated this work?
5. Do we have the resources, capacity, capabilities and drive to deliver?

4. Networking, engaging and influencing global development agenda?

4.1. Networking

The engagement with the international community is vital for successful and effective delivery. Networking is about building strong working relationship with individual and organisations which can provide a multitude of benefits, such as access to information & intelligence, and expanding The World Federation's sphere of influence. However, it is often a time consuming endeavour, with little short-term payback.

Case Study

The International Development Research Foundation (IDRF) is a Canadian Organisation. In 2008, it awarded a grant of C\$16,000 to Bilal Muslim Mission of Kenya (BMMK) for its Economic Upliftment Project which helped fund training for the Rehema Womens Group in eight Bilal Centres. However, at a networking meeting, the application was presented where The World Federation gave its support and as a result was able to influence the IDRF to facilitate BMMK funding.

4.2. Advocacy and Policy Engagement

This is to influence policy and resource allocation decisions within political, economic, and social systems and institutions. The World Federation can be a strategic organisation which stands for the rights for global Khoja Shia-Ithna Asheri community and Muslim across the world. Several engagements have been undertaken under the platform of The World Federation such as Pakistan Shia killing, Malaysia etc. However, there is no coherent policy on advocacy initiatives which have been undertaken.

4.3. International Relations

It is the understanding of the nature and significance of politics as a global activity, and the relationships between countries, including the roles of states, governmental organisations



and international non-governmental organisations (INGOs) that are key in delivering objectives. Engagement with the UK and other government can be essential for The World Federation for the benefit of the community, in delivering its objectives.

5. Policies and Memberships

5.1. Effective Policies

To run effective organisations and mobilise resources for development work, there are a list of policies and other management systems necessary for organisations. These systems need to be developed by organisations working in international development. The World Federation has been effective in developing various policies since 2007, in order to meet required standards set by the UK charity and development sector and regulator.

- | | |
|--|-----------------------------------|
| 1. Governance Arrangement and Organisational Chart | 12. Fixed Assets Policy |
| 2. Human Resource Management System and Personnel Policy | 13. Finance Policy |
| 3. Employment Policy (Equal Opportunities Employment) | 14. Policy relating to disability |
| 4. Job Descriptions and Regular Job Appraisals | 15. Health & Safety policy |
| 5. Communications Policy | 16. Retirement policy |
| 6. Volunteer Policy | 17. Redundancy policy |
| 7. Marketing Policy | 18. Data protection policy |
| 8. Computer use Policy | 19. Whistle blowing policy |
| 9. Complaints Policy | 20. Child Protection policy |
| 10. Risk Management Policy | |
| 11. Procurement Policy | |

5.2. Membership

The need to affiliate ourselves to relevant organisations, acceptable standards, and development culture is vital for our growth and development, as well as engagement and awareness. This membership can benefit The World Federation by providing access to networks, collectively working, access to vital information, joint advocacy, representation and campaigning on common issues.

Case Study

Tearfund which is a Christian faith-based organisation has the following portfolio of associations:

- Signatory of “the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.
- Signatory of the “Sphere Humanitarian Charter and Minimum Standards in Disaster Response”
- Signatory to “the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and non UN Personnel”
- Founding member of the Keeping Children Safe Coalition
- Member of the Humanitarian Accountability Partnership (HAP)
- Committed to the “The Code of Good Practice for NGOs Responding to HIV”



- *Complaint to the “People in Aid Code of Good Practice in the management and support of Aid Personnel*
- *Member of “British Overseas NGOs in Development (Bond);*
- *Member of “Disasters Emergency Committee (DEC);*
- *Member of “European Union – Christian Organisations in Relief and Development (EU-CORD);*
- *Member of “Micah Network; and*
- *Member of “Integral Alliance.*



International Relief and Development

In 2006, The World Federation Ordinary Conference revised its operating structure to reflect the evolving needs and aspirations of the global Khoja Shia-ithna Asheri community. The World Federation initiated a process of decentralising its authority to regional federations, providing services through:

1. Education
2. Family Affairs
3. Health
4. Islamic Education
5. Relief and Economic Development
6. Zainabiya Child Sponsorship Scheme

As part of the process, The World Federation revised its Vision so as to “*achieve the pleasure of Allah SWT by developing spiritual and vibrant communities serving humanity*”. This Vision is achieved by the activities of the departments of Islamic Education to Family affairs and Education. International Relief and Development (IRED) is the aid and development arm for World Federation and leads its international efforts to serve humanity through management of poverty reduction, emergency relief and capacity building projects.

In 2007, World Federation was accredited as a Non-Governmental Organisation (NGO) in Special Consultative Status with the Economic and Social Council (ECOSOC) of the United Nations. We serve in areas of health, education, and relief and development all over the world.

Structure and Strategy

The World Federation believes that all human beings are entitled to basic provisions, and therefore one of its key strategic objectives is to undertake humanitarian projects to achieve this. The long term aim of The World Federation is to bring about self-sufficiency through providing access to water, healthcare and education for all. In addition, the organisation's core values include awareness of the true message of Islam as a religion that emphasises on peace and upholding universal humanitarian values.

Inspired by the religion of Islam, we find it unacceptable that people are suffering through poverty and social injustice. This is enshrined in The Holy Quran “*And those in whose wealth is a recognised right; for the needy who asks and those who are deprived*” (Chapter 70:24-25).

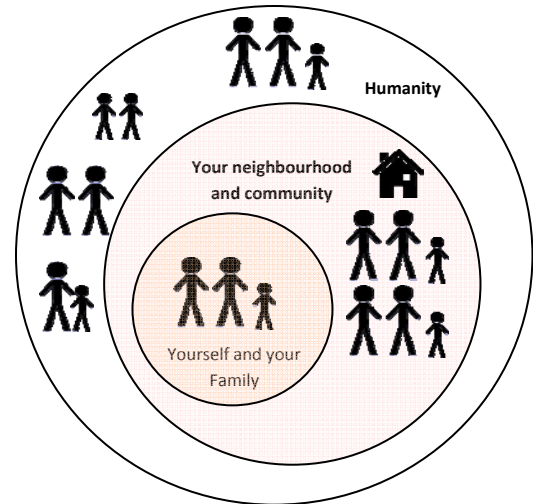
The basic values of charitable giving and social responsibility, were also embodied in the document ‘Treatise of Rights’, founded by the family of Prophet Muhammad (SAW), and is one of the earliest forms of obligation, duty and responsibility established by any state. This encompasses ones duties to God, his self, his family, his relatives, his neighbours, his



teacher, the environment and humanity regardless of race or religion. This is why we work for all to the highest possible standards, with integrity and transparency.

We aim to eradicate poverty within the poorest and deprived communities globally, through the International Relief and Development of The World Federation, by providing sustainable support to underprivileged people who lack basic provisions in regions of deprivation, war and natural disasters.

The World Federation has established networks and operational relationships with more than 50 organisations and charities across the globe. These organisations are usually democratic, change-oriented forward-thinking, with strong governance structures, working with an ethos of community spirit and inspirational volunteerism. The vibrant and strong cultural community structures dispersed across the globe provide us with unique local knowledge, networks and resources that enable us to work at a grassroots level.



In partnership with local organisations, International Relief and Development undertakes projects for the poorest and most vulnerable, by providing access to emergency relief, water & sanitation and healthcare as part of our commitment to the Millennium Development Goals. We provide expertise and practical support to partner organisations committed to improving people's lives of the poor. Our humanitarian services are delivered in more than 25 countries including Afghanistan, Bangladesh, Bosnia, Kashmir, Kosovo, Pakistan, India, Sri Lanka, Kenya, Uganda, Tanzania and Palestine.

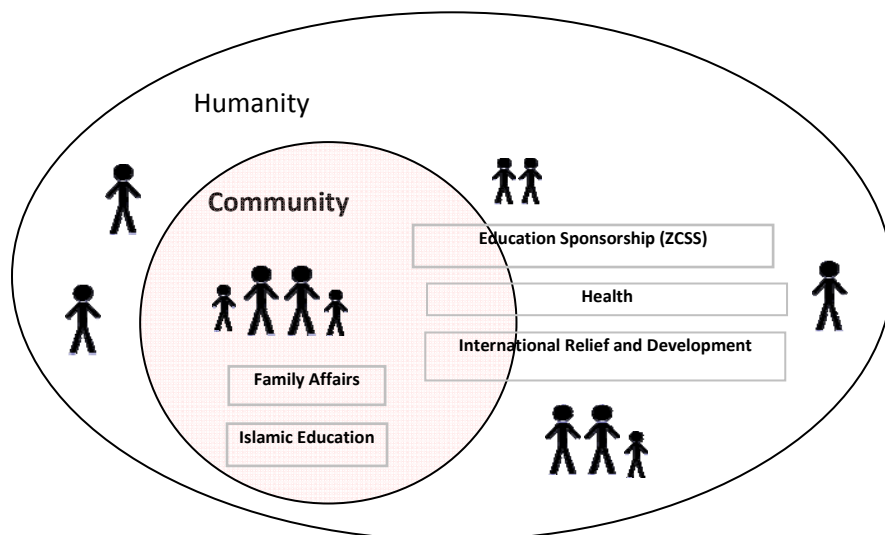
We promote inclusion, regardless of religion, race, ethnicity or gender and as demonstrated in our constitution and the teachings of Islam.

We have large and diverse networks of humanitarian and development organisations delivering relief and development services aligned with Islamic principles of social services and volunteerism.



The World Federation Community Engagement Model

The World Federation's community engagement is working within the various departments along with its regional federations and partners to enhance the quality and quantity of project undertaken by IRED.



Our Uniqueness

Large network of strategic organisations with strong governance structures, charitable ethos and humanitarian services, based on the principle of social services and inspirational volunteerism enshrined in Islam.

Our Vision

We exist to serve all those who need our help.

Our Mission

We serve in areas of health, education, relief and development all over the world.

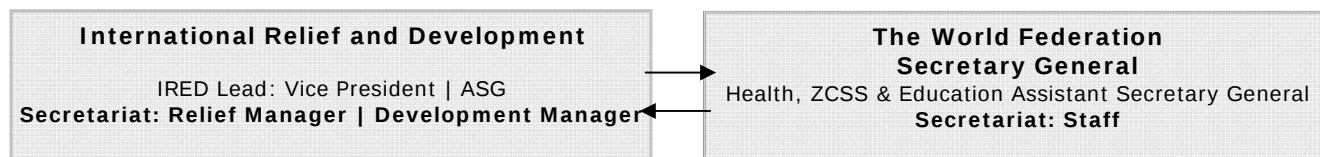
Our Memberships

The World Federation is a registered charity in the UK and a Non-Governmental Organisation (NGO) in Special Consultative Status with the Economic and Social Council of the United Nations. We are members of Bond for International Development, World Association of Non-Governmental Organizations (WANGO), and the Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations (CONGO). The World Federation is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.



IRED Governance

The Governance is that the work under Disaster & Emergency, Shelter & Construction, Water & Sanitation, Sustainable Livelihoods, Community Development, will be reported by the Development and Relief Managers directly to the Vice President. The work under the health and education falls within the respective ASGs remit, working in collaboration in relevant aspects with Development and Relief Managers, are otherwise accountable to the Secretary General.





Our Organisational Development and Growth Strategy

The World Federation of KSIMC The World Federation has existed for over 30 years providing community leadership, religious guidance, institutional reform, member advocacy, humanitarian services, emergency relief, and economic development.		
IRED Vision We exist to serve all those who need our help.	IRED Mission We serve in areas of health, education, relief and development all over the world.	IRED Values We will work to the highest possible standards, with integrity, transparency and accountability.
Areas of Work Disaster and Emergency Healthcare Shelter and Construction Sustainable Livelihoods Water and Sanitation Community Development Education and Sponsorship		
Strategy 1 Projects and policy	Strategy 2 Building Networks, Advocacy & International Relations	Strategy 3 Financial Sustainability

Strategy 1 – Projects and policy

1. Implement the agency agreements for projects funded by International Relief and Development;
2. Continue with the Sponsor Our Seniors Scheme, Blanket Drive, Water Appeal (AAWA), Ramadhan relief with more vigour, greater transparency and accounting systems;
3. Develop a “Help a Mother and Child” campaign;
4. Develop a monitoring and evaluation policy for all projects funded for International Relief and Development; and
5. Open relevant Appeals as and when required in Disaster and Emergency.



Strategy 2 - Awareness, Building Networks, Advocacy and International Relations

1. Organise a networking event in a developing country, UN meeting, or a government meeting, at least once a year;
2. Write to organisations on the work undertaken by IRED with a view of engaging and working together;
3. Undertake coherent Advocacy initiatives;
4. Increase awareness on IRED within the community and external networks;
5. Have good relationships with Ministers in the UK's Department of International Development and the Foreign and Commonwealth Office; and
6. Host regular meetings at The World Federation of KSIMC with development partners.

Strategy 3 - Financial Sustainability

1. Review current fundraising objectives and undertake a coherent Fundraising Strategy; and
2. Increase fundraising and grant-funding resources available to The World Federation and regional federation projects through increased submission of funding applications.

IRED Strategy Performance indicators

The time scales and Key Performance indicators will be reported at every the Executive Council Meetings.

IRED Current Analyses

The World Federation has an income of £6.2 million (2010) with 12 employees, with less than 2 staff dedicated to IRED activities. The project costs for IRED was £582,000, of which 50 % of projects costs were for the Ramadhan Relief Fund. IRED publications costs were less than £3,000. The review of the projects showed that it had received good reporting documents for its work; however, further engagement needs to be undertaken including partner training and capacity to provide reports of adequate quality and detail. It has to be noted that the projects were not communicated for humanitarian work at 'eliminating poverty' within the global context. The financial review of the year 2010 and the budget for 2012, has been shown in the table below:



	Income 2010	Expenditure 2010	Budget 2012
Disaster and Emergency			£150,000
Emergency	178,270	118,366	
Pakistan Floods	^a 956,937	^a 522,433	N/a
Gaza Relief	6,027	15,000	
Madagascar Cyclone	7,768	6,500	
Afghanistan Relief		7,360	
Haiti Relief	47,752	6,838	
Bangladesh Fire Victims		1,000	
Community Development			£80,000
Sponsor our Seniors	20,494	13,024	
Blanket Drive	11,243	2,000	
Computers for Students	855	4,630	
Qurbani	19,505	20,018	
Economic & Development	522	-	
Water and Sanitation	13,616	27,149	£50,000
Shelter and Construction	0	0	£100,000
Healthcare			Health
Education and Sponsorship			ZCSS / Education
Ramadhan Relief	138,933	216,103	£220,000
Sadqa	129,015	77,566	£80,000
Project and Running Costs			
M/E and Training			£10,000
IREC Conference			£10,000
Engagement/Fundraising			£25,000
Publications		3,000	£10,000
Resources Staff		45,000	£55,000
Others (10 % Secretariat Costs)		17,000	£18,000
	^b £574,000	^b £582,554	£808,000
TOTAL	£1,530,937	£1,119,987	

^a Exceptional community support which was specific for Pakistan Flood Appeal.

^b Excluding the Pakistan Flood Appeal.



Appendix

Current Development Themes

New strategies are emerging to improve aid effectiveness, efficiency and coordination, and develop a greater sense of country ownership. Listed below are some the initiatives guiding international development:

- **Millennium Development Goals** – The 8 universally recognised targets for reducing poverty, hunger, disease, illiteracy, environmental degradation, and discrimination against women by 2015. The MDG's serve as an overarching priority in guiding multilateral and bilateral development agency programming. They form a blueprint agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest.
- **Aid Harmonization** – A coordinated global strategy to enable greater efficiencies and effectiveness in the design and delivery of development assistance projects. A key objective of aid harmonization is achieving policy and program cohesion and aligning international support to country-owned development strategies.
- **Aid Untying** – The Development Assistance Committee (DAC) of the OECD adopted a recommendation on untying foreign aid to emerging market and developing countries; enabling international competition for donor funded projects and programs.
- **Poverty Reduction Strategy** - The Poverty Reduction Strategy Paper (PRSP) outlines the recipient country's national development strategy now used as a general blueprint for development, enabling donors to align their efforts to avoid duplication.
- **Country Assistance Strategies** – The CAS originates from the donor country to detail donor priority areas. They detail allocation priorities, including potential pipelines, and how aid will be delivered (budget support or open tendering).

Resulting from the introduction of this new international approach, bilateral development agencies are concentrating their efforts on a limited number of countries to maximize results.