Non-Governmental Organizations and the U.S. Military

Pathfinder ☼ March 2010

Definition of Non-Governmental Organization

“(DOD) A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called NGO.”


Military Interaction with NGOs

International NGOs and militaries from around the world worked together in humanitarian operations in Somalia, Bosnia, northern Iraq, Kosovo, Pakistan, among other places. The increasing interactions between NGOs and the U.S. military highlighted areas that needed to be improved on. One major area of contention is the issue of control of the operations. NGOs defined interaction with the military in terms of “meeting or talking and sharing information”, while military views leaned toward coordination efforts that include control/command of the situation. In addition, the nature of the interdependence between U.S. military forces and NGOs can vary in type and degree, further complicating the interaction. However, both the NGO community and the U.S. military recognize the importance of establishing strong relationships and improving interactions during humanitarian emergencies.


PVO Private Voluntary Organization (alternate term): “A term coined by USAID for a U.S.-based, private voluntary organization engaged in international humanitarian and development assistance.”

RECOMMENDED RESOURCES & SEARCH TERMS

Subscription databases are only accessible through Blackboard, under Ike Skelton Library, “Online Research”; or under “Library Resources” on the JFSC Intranet and on library computer desktops.

Recommended search terms: *Search terms can be combined to focus/narrow a search and remember to look for ways to limit searches by date, or for ‘advanced search’ features. (Some tutorials are available on BlackBoard: Online Research, under the link to that particular database.)*

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<th>Search Terms</th>
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<td>NGO or “non-governmental organization”</td>
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<td>PVO or “private volunteer organization”</td>
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<td>military</td>
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<td>disaster relief or aid</td>
<td><a href="http://www.google.com/unclesam">http://www.google.com/unclesam</a></td>
<td>LexisNexis</td>
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<tr>
<td>humanitarian aid</td>
<td><em>Additional recommended searches for Government Google: (NGO military interaction); (NGO military aid); “nongovernmental organizations”; PVO OR “private volunteer organization”</em></td>
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Other Associated Terms
Complex Operations; Stability Operations; Support and Stability Operations (SASOs); crisis management; international government organizations (IGO); humanitarian assistance or disaster relief operations (HADR); nation-building projects; peacebuilding

SEARCHING THE IKE SKELTON LIBRARY CATALOG
Search: keywords suggested (NGO; United States, Army – civic action; disaster relief; domestic disaster; humanitarian; stability operations)

Books & Documents
(Listed by call number)

Call No. GC 221.5 .E443 2007

Focus: The tsunami disaster and the U.S. political and military reaction; Tsunami warning delays and media reporting inaccuracies; Preparing the U.S. Navy operation: the value of sea basing; Replenishment and sustainability issues: logistics as leverage; U.S. Navy on-site delivery: helicopter-assisted access; Communications at sea: integrating the collective; The medical mission: USNS Mercy signals political will; Wrapping up the mission: lessons learned and recommendations; The political benefits of Unified Assistance; Afterword: maritime strategy and naval responses to nonmilitary threats.

Call No. GE 170 .N52 2008

Focus: NGO diplomacy; Analytical framework; Environmental NGOs and the Kyoto protocol negotiations: 1995 to 1997; Non-state actors and the Cartagena protocol on biosafety; NGO influence in the negotiations of the desertification convention; Non-state influence in the international whaling commission, 1970 to 2006;
NGO influence on international policy on forest conservation and the trade in forest products; Reflections on the analytical framework and NGO diplomacy.

**Call No.** HC 60 .M3617 2002

**Focus:** Economic assistance; Humanitarian assistance; Peace-building; Non-governmental organizations

**Call No.** HV 415.6 .P38 2003

**Focus:** Humanitarian assistance -- Korea (North); Non-governmental organizations -- Korea (North).

**Call No.** HV 551.2 .U56 2006

Web Address: [http://purl.access.gpo.gov/GPO/LPS67377](http://purl.access.gpo.gov/GPO/LPS67377)

**Call No.** HV 551.3 .K46 2008

**Focus:** Emergency management -- United States; Crisis management -- United States; Humanitarian assistance -- American.

**Call No.** HV 553 .H86 2008

**Focus:** Humanitarianism: a brief history of the present; The rise of emergency relief aid; The imperative to reduce suffering: charity, progress, and emergencies in the field of humanitarian action; Humanitarian organizations: accountable--why, to whom, for what, and how? The distributive commitments of international NGOs

**Call No.** HV 553 .P85 2007

**Focus:** Patients without borders; Protection of civilians in armed conflicts: a decade of promises; The humanitarian community and the private sector; The 2005 Pakistan earthquake; Internal displacement in West Africa: challenges and constraints; Coordination and collaboration: an NGO view.

**Call No.** JX 1295 .U4 v. 83

**Focus:** Domestic security and maintenance of liberty; Threats from the global commons: problems of jurisdiction and enforcement; Australian defence force experience with non-government organizations in humanitarian assistance and disaster relief operations; Disaster response: key legal issues for US Northern command; The law of international disaster response: overview and ramifications for military actors.

**Focus:** From mass society to post-industrial society and from authoritarianism to pluralism: the context of the rise of NGOs; A third sector or a second preference? What is distinctive about NGOs?; Democracy without votes I: the background to NGOs in Tanzania and Uganda; Democracy without votes II: NGOs, governments and the outside world; NGOs and the global order: theory and practice; International NGOs: missionaries or imperialists?; The winning and the taking part: the global game of NGO influence; Conclusion


**Focus:** United States. Army -- Civic action; Interagency coordination -- United States; Military doctrine -- United States; United States -- Armed Forces -- Stability operations.


**Focus:** United States. Dept. of Defense – Planning; Disaster relief -- Government policy -- United States; Emergency management -- United States; Civil-military relations -- United States; United States -- Armed Forces -- Civic action.


**Focus:** Disaster response in the United States: how the system is supposed to work; When the system fails; Disaster relief and the military: civil defense and homeland security; Hurricane Agnes, Three Mile Island, and the establishment of FEMA; Hurricane Hugo and Andrew; Hurricane Katrina; Two other models; Conclusions and recommendations.


**Focus:** Disaster relief -- United States; Emergency management -- United States.


**Focus:** Management; Organizational behavior.
Call No. DVD C 59
Description: 1 videodisc (41 min., 02 sec.): sd., col.; 4 3/4 in.
Notes: “This video describes for military audiences the non-governmental organizations they may encounter while engaged in humanitarian and peacekeeping missions. Blending action footage and interviews, the video compares and contrasts the two cultures--from philosophies and training to values and structures--in an effort to prepare the military for contact with NGOs in the field. It is tailored for military personnel, regardless of rank, who might find themselves working with NGOs.”

SEARCHING JFSC LIBRARY RESOURCES

**Military Education Research Library Network:** MiPALS

- *National Security Strategy – Under Reconstruction & Stabilization Documents*  
  **URL:** [http://merln.ndu.edu/index.cfm?secID=116&pageID=3&type=section#reconstruction](http://merln.ndu.edu/index.cfm?secID=116&pageID=3&type=section#reconstruction)

- *Government Google*  
  **URL:** [http://www.google.com/unclesam](http://www.google.com/unclesam)


**Abstract:** “During the past half-century the United States has seen a tremendous increase in the types of overseas activities that it has engaged in, the scope of these activities, and the amount of financial, material, and other resources devoted to them. From funding rural development and combating global drug trafficking to containing the Soviet Union, nearly every agency of the U.S. Government (USG), including the Armed Forces, became involved in conducting some form of operations outside of the United States.”


**Abstract:** “The United States Military Academy (USMA) Senior Conference will examine the differing approaches of civilian organizations and the military operating in common space and explore the barriers to dialogue and potential cooperation.”


**Abstract:** “For every member of the US armed forces, understanding how to conduct stability operations is no longer a luxury but a necessity. This means that each member of the US armed forces needs to understand the multiple actors in their theater of operations, including nongovernmental organizations (NGOs).”


**URL:** [http://www.ndu.edu/ctnsp/Def_Tech/DTP%2016%20Harnessing%20the%20Interagency.pdf](http://www.ndu.edu/ctnsp/Def_Tech/DTP%2016%20Harnessing%20the%20Interagency.pdf)

**Abstract:** “The IO/NGO community remains concerned by what they consider to be an … During this time *military* operations were still focused on ..... capacity for interagency integration and coordination over the traditional functions of ... Integration of international resources into complex contingency planning and…”

**Defense Technical Information Center**

[http://www.dtic.mil](http://www.dtic.mil)


**URL:** [http://handle.dtic.mil/100.2/ADA483060](http://handle.dtic.mil/100.2/ADA483060)

**Abstract:** “The Army has recently been called upon to lead numerous Support and Stability Operations (SASOs) to relieve suffering and help local authorities respond to crises. To be successful during SASOs, Army officers must effectively interact with their counterparts from other military, civilian, and non-profit organizations. This holds true for both foreign deployments in the global war on terrorism and domestic crises such as Hurricane Katrina.” “With this in mind, the U.S. Army Research Institute developed the Red Cape: Crisis Action Planning and Execution training program. Red Cape uses the deliberate practice training technique to provide Army National Guard officers with the opportunity to practice their crisis management skills on 15 realistic homeland security and national disaster scenarios, including earthquakes, dirty bomb attacks, prison riots, winter snowstorms, and sports riots.”


**URL:** [http://handle.dtic.mil/100.2/ADA448504](http://handle.dtic.mil/100.2/ADA448504)

**Abstract:** “This paper will briefly review USAID and DoD cooperation at the operational level, but its primary focus is on the tactical level in the theater of operations in Iraq. On-the-ground experience with the MultiNational Forces-Iraq (MNF-I) and the unique partnership forged in Baghdad between the First Cavalry Division (1st CAV) and USAID/Iraq from March 2004 through March 2005, which spanned a deadly insurgent uprising, provide concrete examples of operational issues that were addressed in the field.”

**Url:** [http://handle.dtic.mil/100.2/ADA384051](http://handle.dtic.mil/100.2/ADA384051)

**Abstract:** “This study examines how the U.S. military, particularly the U.S. Air Force (USAF), might improve cooperation with relief agencies and European allies in humanitarian relief operations. Improved coordination would help the USAF support U.S. government efforts and increase the success of relief efforts.”


**Url:** [http://handle.dtic.mil/100.2/ADA439276](http://handle.dtic.mil/100.2/ADA439276)

**Abstract:** “The purpose of this thesis is to explore the role of information technology in enabling the sharing of actionable information among various organizations in relief efforts. An analysis is presented of the December 2004 Indian Ocean tsunami relief effort; specifically, how different organizations such as the military, United Nations, and non-governmental organizations (NGOs) used information technologies to increase information flow across the organizations and thereby enhance the level of success of the operation.”


**Url:** [http://handle.dtic.mil/100.2/ADA470757](http://handle.dtic.mil/100.2/ADA470757)

**Abstract:** “Communication requirements for humanitarian assistance or disaster relief operations (HADR) differ from conventional combat operations; the military commander requires an unclassified, information-sharing architecture to effectively collaborate and coordinate with the civilian agencies and organizations involved in such an operation. The military response is often at the operational level but this response can have strategic effects on U.S. prestige and credibility in a given region. All combatant commands must be ready to respond to a humanitarian crisis or natural disaster, and to do so effectively they must share information with civilian entities in the operating environment. This paper will do the following: analyze Operation Unified Assistance, the United States Pacific Command's response to the 2004 tsunami natural disaster; draw conclusion about the communications architecture used in this operation; and discuss the lessons learned for operational commanders who are involved in HADR communications and collaboration.”


**Url:** [http://handle.dtic.mil/100.2/ADA465010](http://handle.dtic.mil/100.2/ADA465010)

**Abstract:** “Responding to situations across the spectrum of conflict, the U.S. military is working alongside U.S. and foreign government agencies, Non-Government Organizations (NGOs) and International Organizations (IOs) around the world in pursuit of U.S. interests. The sheer volume and complexity of work requires integration of all U.S. government agencies, and a standardized command and control organization to accomplish seamless planning and execution of national policy. Mere coordination is not enough. New legislation is needed to mandate the integration of U.S. government agencies within joint government operations similar to the Goldwater-Nichols Defense Reform Act of 1986. This paper summarizes the common themes for improvement cited in existing literature on interagency coordination and outlines the proposed legislation as a long-range solution to interagency integration.”


**Url:** [http://handle.dtic.mil/100.2/ADA484299](http://handle.dtic.mil/100.2/ADA484299)
Abstract: “Recent humanitarian assistance/disaster relief missions highlight the challenges of coordinating with non-military agencies and demonstrate that U.S. military participation in these missions is best suited to a first-responder mindset.”

Url: http://handle.dtic.mil/100.2/ADA484403

Abstract: “These lessons relate to when a military force should be used in a disaster relief situation, how to use such a force, and how to coordinate efforts with governmental and non-governmental relief agencies. This paper will analyze four significant disaster relief operations the U.S. military has participated in since 1991. The current state of foreign disaster relief policy and doctrine will be analyzed. Conclusions will be drawn from across the case studies and applied to the current circumstances facing AFRICOM. Finally, recommendations will be made about how to efficiently conduct foreign disaster relief in AFRICOM’s theater of operations.”

Url: http://handle.dtic.mil/100.2/ADA483058

Abstract: “This study provides a broad operational-level survey of the conditions for the U.S. military response to the Indonesian Tsunami in 2004, Operation Unified Assistance, and to the Bangladesh Cyclone in 2007, Operation Sea Angel II, observed in relation to the concepts advocated in Joint Publication 3-07.6 Techniques, Tactics, and Procedures for Foreign Humanitarian Assistance. Bridging the divide between a military culture founded on command and control and a civilian culture dependent on collaboration and cooperation would present opportunities within the complex joint, multinational, and interagency arena.”

Url: http://handle.dtic.mil/100.2/ADA509953

Abstract: “A U.S. unity of effort during the Southeast Asian tsunami relief effort could have been achieved through increased communication, standardization of operations, combined training among the agencies involved, and empowerment of United States Agency for International Development (USAID). U.S. efforts in response to the Southeast Asian tsunami of December 2004 included USAID, military and non-governmental organizations,(NGO) assets.”

Url: http://handle.dtic.mil/100.2/ADA469613

Abstract: “The United States Pacific Command (USPACOM) achieved great success during the response to the 2004 Pacific Tsunami and at the same time, identified a need to improve Military-Non Governmental Organization (NGO) relationships. After the disaster, military and civilian organizations pledged to improve working relationships by conducting combined disaster relief exercises. The disaster response lessons, however, were not translated into adjustments in the overall Theatre Security Cooperation Plan (TSCP) exercise program.”

**Url:**  [http://handle.dtic.mil/100.2/ADA494228](http://handle.dtic.mil/100.2/ADA494228)

**Abstract:** “Although U.S. military forces have always played a pivotal role in humanitarian assistance and disaster relief missions, they tend to be ad hoc in nature or brief. Addressing humanitarian conditions requires a long-term commitment that the military alone cannot fill. The military is not the only player in this strategy; there is the interagency as well as a number of international, private, and non-governmental actors. These actors provide the long-term solution in the humanitarian sphere. This paper examines the changing dynamics of humanitarian assistance and the nature of NGO-military interaction in the context of the rising trend of non-traditional security threats replacing traditional threats.”


**Url:**  [http://handle.dtic.mil/100.2/ADA483578](http://handle.dtic.mil/100.2/ADA483578)

**Abstract:** “Humanitarian aid operations are a social and interactive enterprise among a variety of international partners. There are currently many initiatives that attempt to enhance collaboration between United States Government Agencies, foreign governments, international government organizations, non-governmental organizations (NGOs), and private volunteer organizations.”

**Homeland Security Digital Library**

[https://hsdl.org](https://hsdl.org)


**Abstract:** "Practitioners and scholars alike have noted that the rising incidence of civil-military medical and health assistance increases the need for better operational coordination and cooperation among the actors in this sector of humanitarian assistance (HA). In light of this growing need, the Center for Stabilization and Reconstruction Studies (CSRS) at the Naval Postgraduate School in Monterey, California, organized an educational game to focus on the challenges of providing medical and health services in environments subject to major natural disasters and conflict."

Frandsen, Grey. *Guide to Nongovernmental Organizations for the Military: A Primer for the Military about Private, Voluntary, and Nongovernmental Organizations Operating in Humanitarian Emergencies Globally*. Edited by Lynn Lawry, MD. Bethesda, Maryland: Center for Disaster and Humanitarian Assistance Medicine & International Health Division (DoD), 2009

**Abstract:** "This book is about nongovernmental organizations (NGOs), often referred to as private voluntary organizations (PVOs), nonprofits, charities, and (humanitarian) aid organizations. Its aim is to orient the military with NGOs: their operations, strengths, limitations, budgets, practices, and other characteristics that make them unique actors in a large and dynamic humanitarian community.”

**Abstract:** "The United States military will continue to conduct operations in asymmetric conflicts which resemble our latest endeavors in Iraq, Operation Iraqi Freedom (OIF) and Afghanistan, Operation Enduring Freedom (OEF). These two conflicts will likely be the prototypes for future military operations. Therefore, future commanders will encounter Non-Governmental Organizations (NGOs) in their Areas of Operation (AO) with increasing regularity."


**Abstract:** "The succession of large-scale natural disasters and ambitious nation-building projects that have occurred or have been undertaken globally in the last several years has focused attention on the potential value of deploying national military assets in support of disaster relief and recovery efforts, as well as on the challenges that international disaster relief agencies and nongovernmental organizations (NGOs) face when working closely with dispatched military units."

**EBSCOhost**

(subscription database; access via Blackboard)


**Abstract:** “Examines the complexities of humanitarian operations and the many organizations that respond to them to reveal how the U.S. Armed Forces and these organizations can work better together to achieve a common goal. Information on complex emergencies; Background on humanitarian assistance organizations (HAO); Values and standards of HAO.”


**Abstract:** In its involvement in humanitarian and disaster relief efforts, the U.S. military has learned important lessons about working with foreign governments and nongovernmental organizations more effectively.


**Abstract:** Disaster relief efforts involve interactions among military organizations, host nations, non-governmental organizations, and others. This article looks at issues that arise during civil-military interactions, focusing on the 2005 earthquake relief efforts in Kashmir, Pakistan.
LexisNexis Academic
(subscription database; access via Blackboard)

*News articles from U.S. and International newspapers, journals, newswires, web based publications, etc.

Sample results:
- David, Adrian. "Disaster Relief and the Military." *New Straits Times (Malaysia)*, July 23, 2008, sec. LOCAL.
- Fletcher, Martin and Joanna Sugden. "America Voices Anger at Junta's Refusal to Accept Offers of Aid." *The Times (London)*, May 9, 2008, sec. HOME NEWS.

U. S. MILITARY & GOVERNMENT LINKS

Internet Links

**U.S. Southern Command - Humanitarian Assistance**

**U.S. Pacific Command - Disaster Relief**
http://www.pacom.mil/web/site_pages/staff%20directory/j0/j01pa_disasterrelief1.shtml

**U.S. European Command - Helping People**

**U.S. Central Command**
http://www.centcom.mil/

**U.S. Special Operations Command**
http://www.socom.mil/SOCOMHome/Pages/default.aspx

http://www.cssr-nps.org/logistica/public/home.cfm
“...The purpose of the Center is to provide educational opportunities for the full-spectrum of actors that become involved in peacebuilding, peace & stability operations, and relief & development activities. CSRS accomplishes this purpose through a wide variety of short programs, including workshops, games/table top exercises, conferences and applied research initiatives.”

http://pksoi.army.mil/
“Serve as the U.S. Army’s Center of Excellence for Stability and Peace Operations at the Strategic and Operational levels in order to improve military, civilian agency, international, and multinational capabilities and execution.”


“The Maritime Civil Affairs and Security Training (MCAST) Command mans, trains, equips and deploys Sailors to facilitate and enable a Navy Component or Joint Task Force Commander to establish and enhance relations between military forces, governmental and nongovernmental organizations, and the civilian populace. Accomplished in a collaborative manner across the spectrum of operations in the maritime environment, MCAST Command executes civilian to military operations and military to military training, as directed, in support of security cooperation and security assistance requirements.”


They are an independent federal government agency, taking overall foreign policy guidance from the Secretary of State, working to support “long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting: economic growth, agriculture and trade; global health; and, democracy, conflict prevention and humanitarian assistance.”


Database of ongoing and historical humanitarian aid events/responses.


“Today's Peace Corps is more vital than ever, working in emerging and essential areas such as information technology and business development, and committing more than 1,000 new Volunteers as a part of the President's Emergency Plan for AIDS Relief.”


Established under USU’s Department of Military Emergency Medicine, this center provides support and information on disaster mitigation to the DoD, U.S. military, and other government agencies.

**U.S. GOVERNMENT & MILITARY DOCUMENTS, CONGRESSIONAL TESTIMONY & LEGISLATION**

Joint Electronic Library


"Volume I discusses the interagency, intergovernmental organization (IGO), and nongovernmental organization (NGO) environment and provides fundamental principles and guidance to facilitate coordination between the Department of Defense, and other US Government agencies, IGOS, NGOs, and regional organizations."

"Volume II describes key US Government departments and agencies, IGOs and NGOs - their core competencies, basic organizational structures, and relationship, or potential relationship, with the Armed Forces of the United States."


U.S. Joint Chiefs of Staff. *Civil-Military Operations*, Joint Publication 3-57. Washington D.C.: July 08 2008. “This publication provides joint doctrine for the planning and conduction of civil-military operations (CMO) by joint forces, the use of civil affairs forces, the conduct of civil affairs operations, and the coordination with other capabilities contributing to the execution of CMO to achieve unified action.”

**Internet Links**

**URL:** [http://www.state.gov/g/prm/130740.htm](http://www.state.gov/g/prm/130740.htm)

**URL:** [http://purl.access.gpo.gov/GPO/LPS65196](http://purl.access.gpo.gov/GPO/LPS65196)

**URL:** [http://www.america.gov/st/texttrans-english/2006/December/20061218151612bpuh0.971203.html#ixzz0fvHCiubu](http://www.america.gov/st/texttrans-english/2006/December/20061218151612bpuh0.971203.html#ixzz0fvHCiubu) (accessed March 10, 2010).


**URL:** [https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/vol49no4/USG_NGOs_5.htm](https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/csi-studies/studies/vol49no4/USG_NGOs_5.htm)

**DoD Issuances**


**NON-GOVERNMENTAL ORGANIZATIONS WEBSITES**

*Special Libraries Association - Disaster Relief Organizations*  
[http://www.sla.org/content/resources/disasterrelief/relieforgs.cfm](http://www.sla.org/content/resources/disasterrelief/relieforgs.cfm)

*UNESCO customized Database of Non-Governmental Organizations*  
[http://ngo-db.unesco.org/s/or/en](http://ngo-db.unesco.org/s/or/en)

USAID Private Organization Registry  

*The American Red Cross*  

*CARE*  
[http://www.care.org/about/index.asp](http://www.care.org/about/index.asp)

*Doctors Without Borders*  

*World Relief*  
[http://worldrelief.org/aboutus](http://worldrelief.org/aboutus)