



Caritas Internationalis

Secretary General's Report
2007–2011

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Lesley-Anne Knight speaking in Mumemo, Mozambique in 2010 at a consultation organised by Caritas Africa and the Justice and Peace Department of SECAM.
Mark Newman

Executive Summary

Caritas Internationalis celebrates its 60th anniversary in 2011. As we look back over this period, it is easy to see that we have been on a long journey of growth and development. The confederation that meets in Rome for its 19th General Assembly in May 2011 is very different from the small alliance of 13 member organisations that came together for the first time in 1951.

The past four years have been just one stage on that long journey, although a very important one. The road we have travelled since 2007 has been a hard, steep climb. We set off ill-equipped for the challenges ahead. We had been set ambitious targets to deliver – with a budget two million euros short of what was required, a General Secretariat in urgent need of restructuring, and financial and administrative systems that were inefficient and outdated.

Along the way we encountered a global financial crisis that stretched our resources as our Member Organisations found their sources of funding severely constrained.

During our journey we have been guided and inspired by two encyclicals of Pope Benedict XVI that are particularly relevant to our work: *Deus Caritas Est* and *Caritas in Veritate*. These two documents have been instrumental in our endeavour to root Caritas ever more deeply in the mission of the Church. The title of our Operational Plan 2007–11 “From the Heart” was inspired by Pope Benedict’s words in *Deus Caritas Est*, in which he says that the “heart sees where love is needed and acts accordingly”.

The publication of *Caritas in Veritate* also provided much to reflect upon. Pope Benedict spoke on many subjects close to our hearts in the Caritas confederation, including commitment to inter-generational justice, particularly in our stewardship of the environment; the need for business and commerce to serve the common good; and a core principle for Caritas Internationalis (CI): that the people who benefit from our work must be directly involved in its planning and implementation.

This report looks back over our four-year journey and some of the milestones we have passed on the way. Our roadmaps throughout this period have been the Strategic Framework 2007–11 approved by

the 2007 General Assembly and the Operational Plan 2007–11 approved by the CI Executive Committee in November 2007.

These two documents focussed on four strategic priorities.

- Responding to Emergencies
- Integral Human Development
- Building Sustainable Peace
- Adapting Structures, Processes and Finances of the Confederation

Responding to emergencies

The Strategic Framework 2007–11 set the following objective for Priority One: “Caritas Internationalis is recognised for its rapid response, technical expertise and effective coordination in emergency programming and disaster preparedness”.

CI now has an Emergencies Team that is able to respond swiftly to humanitarian disasters, implementing new systems and procedures to design and launch emergency appeals and ensure that they are properly documented and reported on. We are fully engaged in continuing efforts to improve coordination and standards in emergency situations and in implementing and advocating for improved disaster preparedness strategies.

Integral Human Development

The Priority Objective for Integral Human Development was to “to empower the poor to become protagonists of their own development”.

The General Secretariat established advocacy and communication programmes that sought to involve the Caritas Regions and Member Organisations in campaigns on climate change, health and HIV/AIDS, the feminisation of migration, poverty eradication and food security.

Representatives of Member Organisations addressed the United Nations, attended the UN Framework Convention on Climate Change (UNFCCC) summit meetings, and participated in an international conference on the “Female Face of Migration”.

Building Sustainable Peace

Here the Priority Objective aimed at “transforming unjust structures and conflict non-violently, promoting peacebuilding

through inter-faith dialogue and building a community of one humanity”.

CI was actively involved in advocacy and consultation, particularly at the UN headquarters in New York, on most of the major conflicts of the past four years. We made our peacebuilding toolkit available online, attracting more than 40,000 visitors a year to the site.

This report is divided into four main chapters that reflect the key activities of the General Secretariat that have delivered these strategic priorities, namely emergency response, advocacy, communications, and finance, administration and capacity building.

Thanks are due to all those who contributed towards these achievements, first and foremost the talented and collaborative colleagues of the many Member Organisations of the CI confederation. I would like to thank our President, Cardinal Oscar Rodríguez Maradiaga SDB and the CI Bureau and Executive Committee for their support; members of our commissions, the Regional Coordinators and staff of the Regional Secretariats; the working, reference and advisory groups; and above all the General Secretariat teams in Rome, Geneva and New York.

CI now has a General Secretariat team of committed professionals that we can be justifiably proud of and it has been an enormous privilege and pleasure to have worked with them.

To quote the words of Pope Paul VI, we have travelled this road together, “united in minds and hearts” (*Populorum Progressio*, 80).

It has been a hard climb, but from where we now stand we look out over a landscape of opportunity. We have arrived at this point stronger, with a clear view of the road ahead. I pray that our confederation will hold on to that vision, to what we have achieved, and to the values that have sustained us on our journey.

Lesley-Anne Knight
Secretary General
Caritas Internationalis
May 2011

A close-up photograph of a woman with dark hair, wearing a white short-sleeved shirt with blue trim and a Caritas Chile logo. She is hugging a young child with dark hair. The background shows green trees and a clear blue sky. A semi-transparent blue banner is overlaid across the middle of the image, containing the title text.

Compassion in action: Responding to emergencies

Caritas Chile's local networks helped reach earthquake survivors in 2010 in the most remote areas, often more rapidly than the government could.

Katie Orlinsky/Caritas

Caritas responds to humanitarian crises with compassion and professionalism. The General Secretariat is responsible for processing appeals for financial support and facilitating the coordination of Member Organisations' response.

Since 2007, improvements have been made to systems and procedures. The Emergencies Team has been strengthened. Better use is made of information technology, with the CI Emergency Guidelines and Toolkit available online.

Communication with members during emergencies is now faster and more streamlined, with greater emphasis on coordinated, synergistic collaboration rather than simple information sharing.

The Emergency Response Team has worked closely with Member Organisations to improve the design and documentation of Emergency Appeals, in accordance with the CI Emergency Toolkit. Detailed proposals and budgets are now submitted before appeals are launched. Full narrative, financial and external audit reports are required before appeals are closed.

The quality of Emergency Appeals has improved dramatically. Prior to the last General Assembly only 13–16 percent of Special Operations Appeals (SOAs) launched were properly reported on to the confederation and closed. This figure rose to 85 percent in 2008 and is now close to 95 percent.

Confidence is growing among Member Organisations in the ability of the General Secretariat to respond to emergency situations. The Emergencies Team is committed to a process of continuous review and improvement. A Humanitarian Advisory Council of senior humanitarian experts in the confederation was established in 2008 to assist in this process.

Recognising the complexity and diversity of the response of members of Caritas to emergencies, the General Secretariat has piloted several different models of coordinating members' efforts. Today we have a CI Coordination unit in Juba, a Caritas Coordinator in Pakistan, and a Caritas Coordination Committee in Haiti served by a secretariat, each of which is actively improving the coordination, coherence, synergy and profile of our work.

Caritas also participates with other leading humanitarian organisations in initiatives to improve international standards. The Secretary General is currently Vice-President of the Steering Committee for Humanitarian Response (SCHR), an alliance of nine major international humanitarian organisations and networks that is working to develop a strategy to shape the humanitarian relationships of the future and the Humanitarian Director sits with his counterparts on the SCHR Working Group. As SCHR we have revolving seats on the Principal's and Working Groups of the UN Inter-Agency Standing Committee.

In 2009, CI took part in the SCHR peer review on accountability to beneficiaries, together with ACT (Action of Churches Together) and the IFRC (International Federation of the Red Cross), focusing on Indonesia and Ethiopia.

CI is also currently a board member of the Sphere Project, which sets minimum standards for disaster response. A new edition of the Sphere Handbook was published in 2011.



Caritas volunteers distribute much needed aid for people who lost their homes in a devastating earthquake near Padang, Indonesia in 2009. James Alcock/Caritas



Caritas Sri Lanka staff members in Matara. After tsunami emergency programmes finished, Caritas has broadened its impact through livelihood and recovery projects. David Snyder/Caritas

Earthquake hits poorest country in the Americas

Haiti was struck by a major earthquake on 12 January 2010, causing death and destruction of epic proportions. The magnitude 7.3 quake killed 230,000 people and destroyed much of the housing and infrastructure in the capital Port-au-Prince.

Responding immediately, a team of more than 20 international staff from Latin America, Africa, Oceania and Europe arrived in Port-au-Prince within 72 hours of the earthquake to provide whatever help was needed and demonstrate their solidarity with Caritas Haiti and the local Church. Working to complement the efforts of Caritas Haiti and Catholic Relief Service (CRS) staff who served in Haiti before the earthquake, all worked quickly to agree the immediate response which was launched to the confederation within nine days of the earthquake.

This Flash Appeal for €30,861,220 was aimed at addressing the immediate food, water, sanitation, health, non-food item and psychosocial needs of 200,000 people. The expression of solidarity and compassion from the confederation was enormous. Very quickly 63 members contributed some \$31 million (€22.6 million) for the Caritas response. In the first six months after the earthquake, Caritas members delivered €37.4 million of aid to more than 2.3 million people.

Caritas launched a one-year programme beginning in May 2010, investing \$217 million in reconstruction of homes, schools,

healthcare facilities and communities. Activities such as building and repairing houses and ensuring earthquake-resistant construction make up almost a third of the budget.

Eleven Caritas members are on the ground working alongside Caritas Haiti on a reconstruction programme with over 60 Caritas members supporting the work. All the members in Haiti actively participate in the Caritas Coordination Committee to improve the coordination, coherence, synergy and profile of our work.



Caritas sets up a mobile basic health clinic in Léogâne, one of the areas hit hardest by the 2010 earthquake in Haiti. Katie Orlinsky/Caritas

Rebuilding after Pacific tsunami

Samoa, American Samoa and Tonga in the Pacific had to cope with loss of life and homes when a tsunami from a powerful earthquake at sea struck the small communities in September 2009.



Caritas Samoa led people affected by a tsunami in Samoa in 2009 to safety and provided temporary shelter.

Caritas Samoa staff were among the first to visit southwest Upolu after the tsunami hit; and in the month afterwards, provided food, drinking water and other emergency items to almost 1,500 people. It also undertook trauma counseling, helped with education needs, and prepositioned supplies for possible future emergencies at six locations on Samoa's two main islands of Upolu and Savaii.

As the newest member of the 165-strong Caritas confederation, Caritas Samoa responded well by recruiting excellent staff to complete the work on time and to a high standard, according to the final report on the reconstruction project. It was assisted by the international Caritas network, in particular expertise and assistance provided by Caritas Australia and Caritas Aotearoa New Zealand.

The last of 70 *fale* (houses) built for some of the worst-affected villages in the southeast of Upolu island in Samoa was completed in August 2010. Following difficulties over land access in Tonga, Caritas Aotearoa New Zealand has also supported Caritas Tonga in rebuilding houses for families who wish to remain on their ancestral land, rather than move to government-designated sites.



Caritas supported peacebuilding and put emergency preparations in place before a referendum in southern Sudan in 2011.

Karen Kasmauski for CRS



Archbishop Paolino Lukudu Loro of Juba votes. Sara Fajardo for CRS

Preparing for the referendum in Sudan

In May 2010, Caritas Sudan, staff from all the dioceses and representatives of Catholic agencies working in Sudan met to consider the future. With a referendum on the future of southern Sudan planned for 9 January 2011, all the predictions were that conflict of one form or another was very likely. The question the meeting addressed then was “how best can the Church in Sudan and its partners prepare for the future?”

An Emergency Appeal was launched to make the preparations

that had been agreed. Providing a combination of capacity building, resources and relief materials, Caritas members twinned with individual dioceses to improve their ability to meet their relief and development needs. Simultaneously a Caritas Internationalis Coordination Unit was established with Caritas Sudan to coordinate the work throughout the country.

The referendum went smoothly, so the preparation will provide a solid foundation for Caritas programmes going forward.

Super-cyclone strikes Myanmar

When Cyclone Nargis swept over Myanmar on 2 May 2008, it took almost 140,000 lives and left many more in desperate need of assistance.

The Church, with Caritas’ support, started providing help immediately. Such prompt action was all the more important because aid agency international staff had difficulty entering the country immediately after the disaster. Many Caritas staff were part of local communities, spoke the language and understood the culture. The outreach of Caritas and Church partners following the disaster was exceptional.

The response to the cyclone was a good example of how effective Caritas can be in a big emergency by working through a facilitating partner. We had a good response to the appeal, and project implementation and reporting went according to plan.

Caritas raised \$6.3 million (€4.6 million) to support its programmes in Myanmar. In the first three months after the disaster, Caritas had helped over 82,000 people with water, food, shelter, medical assistance, mosquito nets, hygiene items and psychological support. Many volunteers joined the relief effort to help their fellow country people.



Caritas supported young Buddhist monks after a Cyclone Nargis hit Myanmar in 2008.

After the initial emergency, Caritas focused on helping farmers replant rice paddies and restart farming activities, as well as providing people with funds to set up small businesses.

Challenges two years after the disaster included poverty, water shortages, unemployment and livelihood difficulties and a vulnerability to further natural disasters. Caritas Australia was asked to extend its role as facilitating partner until April 2011.

Emergency Appeals 2008–2010

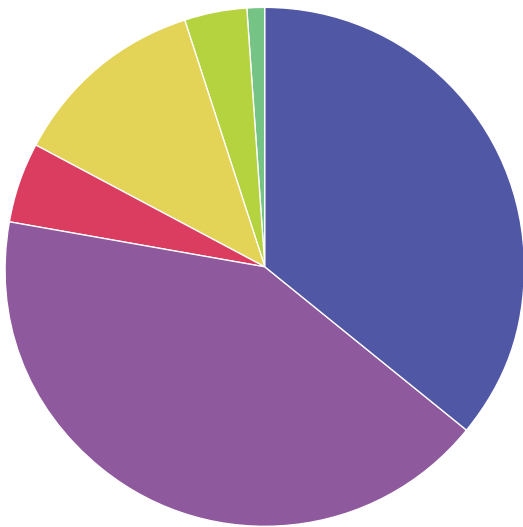
- A total of 100 Emergency Appeal (EA) programmes were carried out in 46 countries
- Over 11.5 million people received humanitarian support through EAs
- The combined EA budget appealed for was €266,859,054
- 71 percent of appeals were covered
- At least 78 Caritas members provided financial, technical or in-kind support through the appeals
- The absolute amount raised has increased from c.€40M in 2008 to c.€100M in 2010



Caritas Mexico supported a search and rescue team in Haiti after the 2010 earthquake.

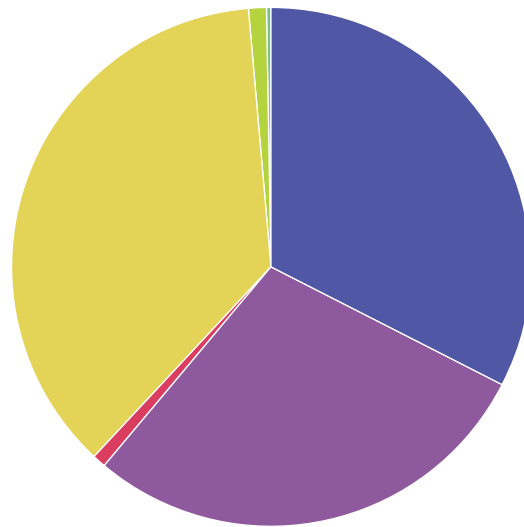
Katie Orlinsky/Caritas

Number of appeals launched by region 2008–2010



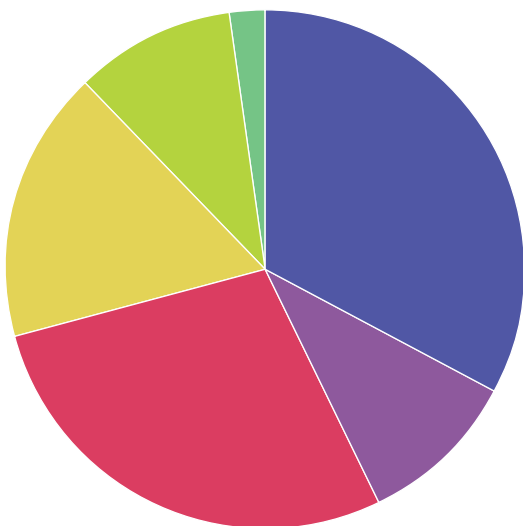
- ASIA 36
- AFRICA 42
- EUROPE 5
- LATIN AMERICA & CARIBBEAN 12
- MONA 4
- OCEANIA 1

Amount raised by appeals by region 2008–2010



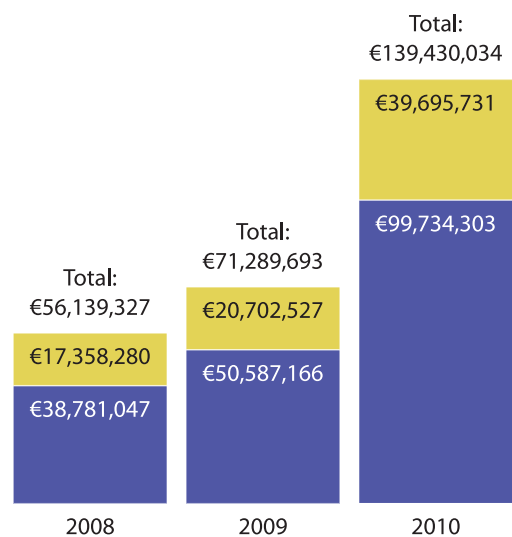
- ASIA €61,953,491
- AFRICA €54,105,791
- EUROPE €1,585,488
- LATIN AMERICA & CARIBBEAN €68,938,658
- MONA €2,146,562
- OCEANIA €378,191

Types of emergency covered by appeals 2008–2010



- CONFLICTS 33
- EARTHQUAKES 10
- ANNUAL FLOODS 28
- CYCLONES/HURRICANES/TYPHOONS 17
- DROUGHT/FOOD INSECURITY 10
- VOLCANIC ERUPTIONS 2

Total money raised by appeals and amount unmet 2008–2010



- AMOUNT RAISED
- AMOUNT UNMET

Caritas supporters
at the World Social
Forum in Dakar,
Senegal in 2011.
Elodie Perriot/
Secours Catholique



Voices for justice: Working for a better world

Caritas Internationalis
celebrating 60 years / célèbre ses 60

The unity of the Caritas confederation and its strong roots in the poor communities of the world give it an authentic and respected voice on the world stage. CI engages with governments, international institutions and civil society, challenging unjust systems and structures that keep people in poverty.



A farmer in Ethiopia shows the impact pest has on the size of potatoes. He blames a changing climate for new diseases in crops.
Patrick Nicholson/Caritas

Climate justice

As an urgent problem affecting all CI Member Organisations worldwide, climate change has been a key advocacy priority throughout the past four years. In shaping its policy on climate justice, CI considered three key issues:

- How climate change is currently affecting the people we serve, particularly in the poorest communities, and what is expected to happen in the future
- How the teachings of the Church can guide our response to climate change
- What CI can do to meet this challenge at all levels; through awareness raising with our members, our programmes, policy development, advocacy and campaigning

Building on the work of Caritas Oceania and other Caritas members, a working paper entitled “Climate Justice: Seeking a Global Ethic”, was produced in 2009, bringing together the theological and practical reasons for Caritas programming and advocacy on climate change. Dr Paolo Conversi of the Secretariat of State of the Holy See collaborated with CI in the development of the report and initial drafts were shared with the Secretariat of State and the Pontifical Councils Cor Unum and Justice and Peace.

Caritas was represented at the United Nations Framework Convention on Climate Change (UNFCCC) summit meetings in Poznan, Poland in 2008; in Copenhagen, Denmark in 2009; and in Cancun, Mexico, in 2010.

Caritas has sought to involve members from developing nations in the climate change negotiations by facilitating their participation in the UNFCCC meetings. In a joint effort with CIDSE, Caritas organised a high-level delegation to coincide with the opening of the UN General Assembly in New York in September 2009. Delegates met with heads of state and urged their commitment to the UNFCCC process at the highest political levels. The Caritas-CIDSE delegation to New York included Bishops from North and South, southern partners and leadership from both networks.



Caritas colleagues at an ecumenical service during climate talks in Copenhagen in 2009. Caritas Denmark

Copenhagen 2009

The Copenhagen Summit on climate change in December 2009 brought together 119 heads of state and governments. Caritas representatives and bishops came from 25 countries, including



Caritas Denmark's Director Jann Sjursen marched for climate justice with Caritas members from every region at a rally in Copenhagen in 2009. Caritas Denmark

Mexico, Zambia, South Africa, USA, India, Kiribati in the Pacific Ocean, Mozambique, Kenya, the UK, Spain, Ireland and Germany.

They prayed at a Mass presided over by Caritas Africa President, Archbishop Cyprian Lwanga of Kampala. They joined a special ecumenical service with the Archbishop of Canterbury Rowan Williams, at which the Catholic Church was represented by Caritas Mexico President Bishop Gustavo Rodríguez Vega. They joined 100,000 people to march through Copenhagen. Caritas took part in a symbolic ringing of bells in Copenhagen and around the world. The bells were rung 350 times to represent the safe level of carbon dioxide in the atmosphere. In Europe, over 2,400 Catholic churches took part.

Caritas Europa President Fr Erny Gillen spoke at an event inside the conference centre on the role of faith. "What is key is not changing our ethics, but how to put life in them," he said. "The Church has the power to motivate people. We see this with the global campaign Caritas has been taking part in."

In the end, world leaders produced a weak deal. Caritas Bangladesh President Theotonius Gomes said at the end of the talks, "We have to take hope out of Copenhagen. We saw a huge mobilisation of people clamouring for justice. Those calls will grow. The momentum for change will become unstoppable".

Cancun 2010

Climate change was back on the agenda in December 2010 as negotiators met in Cancun, Mexico. The Caritas delegation, which was led by Caritas Mexico and supported by Caritas Internationalis and the General Secretariat, pressed for the UN climate change process to get back on track.

Caritas Mexico's President, Bishop Gustavo Rodríguez Vega, spoke forcefully on behalf of faith-based organisations at the closing plenary session when he told government ministers: "Faith traditions, with their core spiritual values for the earth's communities, can play a

key role in overcoming the dominant economic model where overconsumption and greed prevail... Humankind is at present dancing on the edge of the abyss. We cannot afford another failure from the governments as in Copenhagen."

A "Green Climate Fund" of \$100 billion a year by 2020 for poor countries was agreed and the need for cuts in rising temperatures was recognised. Caritas felt that hope had been restored and a route set for the 2011 summit in Durban in South Africa.



Caritas Mexico hosted a Mass during the Cancun climate talks in 2010. Alberto Arciniega/Caritas Mexico



Caritas Mexico's President Bishop Gustavo Rodríguez Vega told negotiators time was running out for a deal on climate change. Alberto Arciniega/Caritas Mexico



Sara Fajardo for CRS

Food security

CI has worked to scale up its response to food security strengthening representation at the World Food Programme (WFP) and the UN Food and Agriculture Organisation (FAO) in Rome. Caritas is one of WFP's leading partners. WFP works with 25 national Caritas members and three international Caritas organisations.

Work is under way on the production of a Caritas policy document on food security, which will build on existing expertise, research and documents within the confederation.

Poverty eradication

Caritas has campaigned continuously for poverty eradication and an end to hunger. Advocacy has been targeted on the need to achieve the Millennium Development Goals, which aim to halve world poverty by 2015.

Caritas has taken its messages on economic justice and food security to the United Nations, the G8 countries, the World Economic Forum and the World Social Forum.

CI's UN delegation in New York has taken a leading role in campaigning on the MDGs, working closely with the UN's Millennium Development Campaign and Development Programme, the UK Mission to the UN and others.

CI's UN delegate participated at the Civil G8 Forum in Japan in 2008 as part of the NGOs and Civil Society Organisations (CSOs) calling on governments to honour their commitments. The President and Secretary General also lobbied G8 and other Ambassadors to the Holy See at a meeting hosted by the British Ambassador to the Holy See.

In September 2008, CI President Cardinal Rodríguez was among a select group of civil society representatives invited to speak at the United Nations High-level Event on the MDGs in New York. The Cardinal called for renewed action on the Millennium Development Goals, saying the world was suffering from a "poverty of the imagination".



Roma families expelled by the local government from their camp in Paris in 2008 were found accommodation by Secours Catholique.
Elodie Perriot/Secours Catholique

Caritas was selected as one of 13 leading international NGOs (and the only faith-based organisation) to serve on the UN General Assembly President's MDG 2010 Summit Task Force. Fr Ambroise Tine, Director of Caritas Senegal, was as one of 24 speakers at the Summit Round Table in September.

Exercising a preferential option for the poor, Caritas prioritises the needs of the poorest, wherever they may be. Caritas therefore works with the poor not only in the world's poorest countries, but also in the richest. Caritas has for example been active in supporting anti-poverty campaigning in Europe, participating in the European Year 2010 for combating poverty and social exclusion, for which the Secretary General served as a European Ambassador.

Health and pandemics

The CI Delegation in Geneva works closely with the Permanent Observer Mission of the Holy See there, providing information and analysis on health-related issues, participating in meetings of the World Health Organisation and UNAIDS, and providing examples of “good practice” by Caritas and other Catholic Church-inspired organisations in the health care field, to be shared with UN agencies. The Delegation also works in close consultation with various national episcopal conferences, with the Symposium of Episcopal Conferences of Africa and Madagascar, and with the Joint Health Committee of the Unions of Superiors General.

Up to 800 children die every day from AIDS-related illnesses. Most children born with HIV infection will die before their second birthday. The majority will not even have been diagnosed, and for those who are diagnosed, there are very few treatment alternatives.

Caritas has literally placed the plight of children living with or affected by HIV at the heart of its advocacy on health issues. In March 2009, CI launched its “HAART (Highly Active Antiretroviral Therapy) for Children” campaign, to promote greater access to testing and treatment for children living with HIV or HIV/TB co-infection and to prevent mother-to-child transmission of HIV. The campaign calls on pharmaceutical and diagnostics manufacturers, governments, academic and research institutions, and the general public to develop and provide better medicines and tests for children, which can be used in low-income and rural areas.

In support of the campaign, a three-day conference was organised in collaboration with the US Embassy to the Holy See. The initiative was co-sponsored by the Pontifical Council for Health Pastoral Care, UNAIDS, the Stop TB Partnership, the Health Commission of the Unions of Superiors General, and the Bambino Gesù Children’s Hospital. It brought together leading experts in the field, including missionaries and healthcare workers. It was addressed

by the Executive Director of UNAIDS, Michel Sidibé. Also participating were representatives of non-governmental organisations, the USA President’s Emergency Plan for AIDS Relief (PEPFAR), the World Health Organisation and pharmaceutical companies.

CI linked the HAART campaign to the child’s “right to health” by making several written and oral interventions at the UN Human Rights Council and by co-sponsoring a side event on this topic during one of the regular sessions of the council. In September 2010, the CI Special Advisor on HIV/AIDS addressed a Forum on Paediatric HIV Treatment organised by the International Federation of Pharmaceutical Manufacturers’ Associations (IFPMA) on “Practical Concerns in Paediatric Treatment of HIV”, particularly in low-income communities. In November 2010, he made a similar presentation to the General Assembly of the Pharmaceutical Manufacturers.

CI played an important role in the 2010 International AIDS Conference in Vienna, working with Caritas Austria and the Catholic HIV and AIDS Network (CHAN), to organise a Catholic Networking Session prior to the main conference. The session drew participation from more than 100 staff and volunteers in Catholic Church-related HIV programmes in all parts of the world. The CI Special Advisor gave presentations at the main conference, on the “Future of Universal Access” and on “Responses to HIV among Migrating People”.

CI cooperated with the World Health Organisation (WHO), in consultation with the Pontifical Council for Health Pastoral Care, in planning for pandemic influenza. A report on Catholic Church-related actions related to the outbreak of A-H1N1 influenza was prepared, as well as guidelines on “Influenza Preparedness for Caritas Member Organisations”. These guidelines were distributed to all Caritas members and received public recognition on emergency websites, including Alertnet. They were cited as a “Good Practice Model” by the WHO.



A mother feeds her son a meal provided to the Ndanga District Hospital by Caritas as part of efforts to reach 164,000 Zimbabweans with food aid in 2009. Food aid was targeted at the vulnerable, including people with HIV and new mothers and babies. David Snyder/Caritas

Migration

More than 214 million people, half of them women, live outside their countries of origin as migrants or refugees. The International Organisation for Migration (IOM) predicts that the total number of international migrants will be close to 250 million by 2050.

Caritas advocacy on migration has focused on the plight of women migrants, who often feel disempowered in their own countries and seek opportunities elsewhere. As poverty, conflict and climate change force more people from their homes, Caritas is working to protect migrants' rights, especially those of women.

In 2010, CI brought together more than 100 migration experts in Senegal to discuss the feminisation of migration and its implications. As well as Caritas Member Organisations around the world, they included representatives from the Pontifical Council for Migrants and Itinerant People, the International Organisation for Migration (IOM) and the International Labour Organisation (ILO).

CI has been instrumental in bringing the international dimensions of human trafficking into Coatnet (Christian Organisations Against Trafficking in Human Beings network). Coatnet is managed by the CI Policy Director and acts as a platform for sharing experience, development of advocacy actions and projects on prevention and assistance.

With the title "Under one roof – under one law", Caritas campaigned for migrant domestic workers' rights. The campaign's simplicity and clarity was well received, not only by Caritas members but also externally, by trade unions and the International Labour Organisation. CI was involved with the Migrant Workers Committee at the Office of the High Commissioner for Human Rights (OHCHR), bringing the issue of domestic workers to the attention of this body and setting up together with the Committee a one-day meeting with its members and civil society to discuss the situation of migrant domestic workers in different parts of the world and developing policy recommendations.

Caritas regularly participated in the United Nations High Commissioner for Refugees' (UNHCR) annual consultations with NGOs, leading sessions on Colombian refugees, resettlement and the plight of women in protracted refugee situations.

The international discourse on Migration and Development was influenced by Caritas. CI actively participated in the Civil Society Days of three "Global Fora on Migration and Development" (Manila, Athens and Puerto Vallarta) and contributed to shaping two of them by being a member of the International Advisory Committee in the run-up to these fora.

The Female Face of Migration conference

Over a hundred migration experts from across the world met in Saly, Senegal from 30 November to 2 December 2010 to discuss the feminisation of migration and its implications in terms of programmes and policies needed.

Women represent roughly half of the world's migrants. They are a powerful lever for development and account for an ever-increasing proportion of the remittances sent home. Some women support entire families in their home countries. Their rights however are not sufficiently respected as they often work in poorly regulated sectors and face violence, abuse or exploitation along their journey. Caritas is committed to improving the situation of these women.

The diversity of Caritas organisations, representatives from bishops conferences, congregations and partner organisations brought together a unique pool of experiences and best practices at this event. A range of high-level experts from the Catholic Church, international organisations such as the IOM and ILO, as well as academics from different universities, were also invited to share their reflections and research with Caritas.

The participants gained valuable insight into the needs of migrant women and will act as messengers in their home countries to share this knowledge across the Caritas confederation. The exchange of experiences between participants from typical departure, transit and



destination countries of migrants was particularly valued.

Caritas provides services for female migrants in most of the world's countries. Through this conference, new connections between national organisations have been established that will allow for further or new cooperation on programmes and joint advocacy work.

The conference identified five policy priorities:

- Address the multiple root causes of forced migration of women
- Address the impact of female migration on societies and communities
- Promote channels for legal and safe labour migration
- Fight abuse and exploitation and protect the rights of migrants
- Combat discrimination, victimisation and criminalisation of migrant women

Peacebuilding

As part of its mandated work at the UN headquarters in New York, CI serves as a member of the Security Council Working Group, coordinated by the Global Policy Forum.

Caritas serves on several NGO Working Groups at the UN which work to provide visibility to various crises around the world, including those that receive little attention. These include working groups on Israel and Palestine, the Great Lakes in Africa, the Central African Republic, Sri Lanka, Zimbabwe, Sudan, Haiti and India.

Caritas Internationalis has an active role at the Inter-Agency Standing Committee (IASC) at principals level in Geneva and operations in New York.

The New York delegation has also been involved in advocacy on the protection of women and children in armed conflict, meeting with key Security Council member states and calling for urgent action to prevent violence against innocent women in conflicts, notably in the Democratic Republic of Congo. CI serves on the NGO advisory board of the Special Representative of the Secretary General (SRSG) for Children and Armed Conflict.

Delegations from numerous Caritas organisations have been received in New York. An intern partnership programme with the Catholic universities since 2005 enables Caritas Internationalis to do more and expand work with the Holy See Mission to the UN.

The active involvement of faith-based organisations working for peace continues to make a difference in the midst of major conflicts, both new and old. CI collaborates with many other global actors, including the World Conference of Religions for Peace, contributing Catholic perspectives at their symposiums where several Caritas directors, bishops and experts have been key speakers. CI is also a member of the Catholic Peacebuilding Network, based out of the Kroc Centre for Peace and Conflict resolution at Notre Dame University in the USA.



An ecumenical delegation from Sudan to the UN in September 2010 includes Emeritus Bishop Paride Taban, Auxiliary Bishop Daniel Adwok Kur and CI representative Joseph Donnelly.

Democratic Republic of Congo (DRC)

A sustained advocacy focus on the DRC followed the elections in 2007. Caritas continues to challenge the Security Council and all stakeholders at the UN for action, resources and accountability systems to comprehensively improve the quality of life and achieve justice for Congolese communities. Priorities identified by the DRC Episcopal Conference and Caritas Congo included gender-based violence against women and exploitation of natural resources.



Relief camps outside Goma in the Democratic Republic of Congo in 2010. Patrick Delapierre/Secours Catholique

Sudan

Working with the Church in Sudan and several CIDSE organisations, CI is engaged in peacebuilding programmes involving local communities. CI contributes to the work carried out by the Sudan Ecumenical Forum (SEF), which is the appropriate civil society platform for advocacy efforts regarding Sudan. Under CI leadership, 2010 saw intense activity in Sudan in the run-up to the referendum on self-determination, including meetings with bishops, ecumenical partners and their assistants promoted by the General Secretariat and CI New York Delegation offices including the UN Secretary General and the Holy See Mission. Caritas Internationalis was part of a "101 Days of Peace" campaign for Sudan with local churches, Caritas members worldwide and various religious orders.

Colombia

CI is committed to a negotiated solution to the internal conflict that has afflicted Colombia for over forty years. The Catholic Church in Colombia believes that for a lasting solution to be achieved, the victims of paramilitary, guerrilla, state and other violence must actively participate in dialogue. Caritas has worked towards this through an international advocacy and information campaign called “Peace is Possible in Colombia”.

The campaign calls for:

- Truth about the crimes committed against victims and their families
- Justice leading to prosecution of the perpetrators of violence
- Reparation, including the return of stolen land and assets
- Non-repetition – a guarantee that violations will never again take place



Mothers marching for peace in Colombia.

Gaza

The 2009 Israeli assault on the Gaza Strip in response to repeated militant rocket attacks affected the entire Palestinian population of 1.5 million. Access for humanitarian experts and relief supplies was extremely limited and subject to constantly changing rules and procedures.

A programme building on existing Caritas health facilities within the Gaza Strip as well as the local church volunteers was launched with a budget of €1.5 million to ensure emergency medicines, medical supplies, and ambulances to four hospitals, six Caritas-operated medical points and a medical centre, as well as emergency food packs, hygiene kits, blankets and cash support to 10,600 families.

During the Gaza conflict in early 2009, CI's Head of Delegation in New York travelled to the region to coordinate the confederation's response. He liaised with the UN and diplomatic community to assess opportunities for support and dialogue and met Israeli and Palestinian representatives in New York and Jerusalem. Caritas Jerusalem was supported with communications and advocacy while CI actively engaged with the Jerusalem-based Association of International Development Agencies (AIDA), the Latin Patriarchate



Jabalia in Gaza is an area close to the Israeli/Palestinian border that was hit hard by the 2008/2009 war known as “Operation Cast Lead”.

Katie Orlinsky/Caritas

staff and seminary, and the Assembly of Catholic Ordinaries for the Holy Land, as well as the local Palestinian and Israeli Jewish, Christian and Muslim communities.

Iraq

CI's UN delegate in New York served on a high-level panel hosted by Seton Hall University and the US State Department with a delegation of nine imams and mayors from Iraq. Other panellists included Christian, Jewish and Muslim scholars. Discussions covered the separation of church and state; core values of individual freedom of conviction, expression and worship; the role of faith-based organisations; and the importance of dialogue in communities recovering from conflicts. Caritas was acknowledged for its vital humanitarian role on the ground in Iraq and for its leadership in global advocacy and peacebuilding with diplomats and civil society. Caritas continues to facilitate visits by Iraqis to the UN and the NGO community, in coordination with CI Member Organisations and other partners.

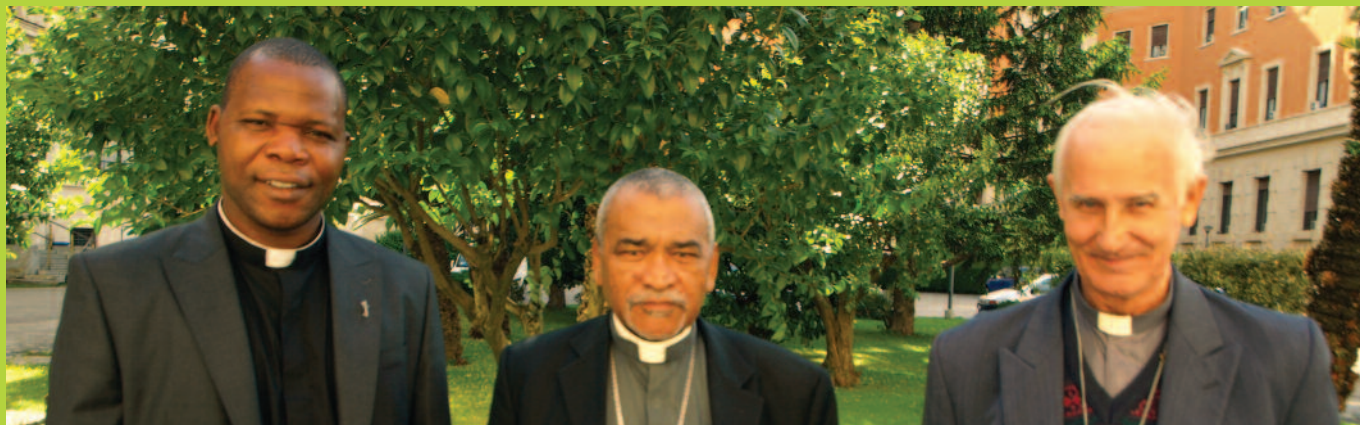


Saad Edwar Sa'ati was one of three Caritas Iraq volunteers killed by armed men during mass in Our Lady of Salvation church in Baghdad in October 2010.

Central African Republic

At the request of the Belgian government, Caritas was invited to address a session of the UN Peacebuilding Commission on the Central African Republic (CAR). The CI presentation was put together in consultation with Caritas experts in CAR, the General Secretariat and other Member Organisations. The contribution made by Caritas

in CAR in terms of peacebuilding and advocacy, as well as humanitarian work, was noted by the African country's ambassador to the UN during the closing remarks. The CI delegate to the UN in New York and the CI International Liaison Officer visited Caritas CAR and the Episcopal Conference in 2010.



A delegation from the Central African Republic to the Caritas Internationalis General Secretariat in Rome in 2010 included Fr. Nzapalainga, Bishop Mathos, Bishop Vanbuel.

Sri Lanka

Alongside its emergency response operations during and after the Sri Lanka conflict, CI's New York delegation has been involved in discreet second-track diplomacy at the UN, concerned with the safety of Sri Lankan colleagues. Regular meetings were held with the UN Secretary General's office, Security Council members, neighbouring states, as well as UN experts on rights, displacement,

protection, emergencies, food, health, shelter and children.

Presentations highlighted Caritas Sri Lanka's unconditional commitment to protecting civilians, accompanying the poorest and most vulnerable, while advocating respect, responsibility and reconciliation.



Members of the Inter-religious Peace Commitment Foundation in Galle discuss common goals. David Snyder/Caritas

Website supports world's peace builders

Caritas launched its web-based peacebuilding toolkit in 2009. The attractive, easy-to-use, interactive website – peacebuilding.caritas.org – received 7,000 visits in its first two weeks and was described as an innovative, unique and excellent resource.

The launch was supported by communications materials featuring stories on peacebuilding activities across the network, photographs and interviews with key Caritas figures, including video clips of the CI President, Cardinal Rodríguez, and quotes from Cardinal Renato Martino, then President of the Pontifical Council for Justice and Peace.

CI's Peacebuilding Manual has become a seminal text for practitioners, notably in the Philippines, Colombia and Africa. The online version has provided a valuable extension of the community of peacebuilders, researchers and students. It is primarily a teaching and playing resource for the staff and members of the Catholic peacebuilding network, which is strengthened and sustained in its mission through the support of Caritas experts from the confederation.



The website had 45,000 visitors over the last 12 months with 75 percent of users returning. This included 2,000 visitors a day from former Soviet bloc countries during August 2010 when conflict in Kyrgyzstan was in the headlines. The site is now available in French and Spanish (translated by Caritas Uruguay), as well as English.



Messages of hope: Telling our stories

Caritas has many stories to tell – stories that give hope and inspiration to our workers and supporters, raise awareness of the plight of the poor and marginalised, and enhance the reputation and credibility of our confederation in the eyes of the world.

A Caritas communications team visits an aid distribution in Haiti after the 2010 earthquake.

Communications

The CI communications strategy is to provide members with the materials they need to promote Caritas at a national level while at the same time increasing the international profile of the confederation.

Caritas has improved its global visibility since the 2007 General Assembly which called upon the General Secretariat to “promote Caritas as a brand and increase the profile of our global agenda.”

The last four years have seen an increase in the quality and quantity of communications materials published, in the interest generated from key audiences, and in the reuse of materials across the confederation.

The principal focus has been on online communications with the following internet-based platforms.

- www.caritas.org umbrella website
- Caritas blog
- Web toolkit for peacebuilders
- Caritas voices against poverty mini-site
- iamcaritas.org social networking site
- the Caritas Baobab extranet
- Flickr photo sharing site/YouTube video sharing
- Facebook and Twitter sites

The General Secretariat communications team launched a new multi-platform website in 2008, providing news, research and information on CI’s work with poor communities around the world. The new site covers all 165 national Member Organisations, with descriptions of what they do, where they work, and how to contact them. Visitors to the site can use an interactive map to select the country they are interested in, and follow links to individual Member Organisations’ websites.

The site features CI’s work on emergencies, HIV and AIDS, climate change, economic justice, migration and peacebuilding. It is updated regularly as Caritas responds to humanitarian crises around the world, with full coverage of our relief operations. The website makes it easier for people to support our work through an online donation facility. Other resources include press releases, downloadable printed publications, video and sound clips, photo gallery and news items from Member Organisations. All stories on Caritas.org are translated into English, French and Spanish.



The website is now receiving over 250,000 unique visitors a year, half of whom return regularly. This is an increase of 100,000 since 2007. The Caritas blog has grown in popularity with 60,000 views in the past year. Traffic is at its highest immediately after an emergency. In the week after the Haiti earthquake, 16,000 unique visitors visited the Caritas site.

Stories and pictures published on Caritas.org and the blog have been reproduced on Caritas member sites. After the Haiti earthquake for example, CI communications materials were used on almost every Caritas website. The communications department has achieved notable media coverage for CI, especially on its emergencies responses.

iamcaritas.org, the social networking site for Caritas staff, now has more than 650 members with active groups on communications, migration, and climate change. Branding used on iamcaritas.org has been taken up by Caritas members, including Brazil and Sri Lanka.

The communications team has also produced a variety of printed publications, including annual reports; “Climate Justice: Seeking a Global Ethic”; a “We Are Caritas” brochure; Haiti reports one month, six months and one year after the earthquake; papers and posters; flyers for a campaign on domestic migrant workers’ rights; communications materials for the migration conference in Saly, Senegal; the “HAART for Children” publication and supporting materials; “Caritas – a Sign of God’s Love for Humanity” and “Caritas: Love Received and Love Given”, theological reflections with accompanying posters; Caritas women prayer cards; MDG prayer cards and posters; and supporting materials for the General Assembly such as reports, posters and frameworks.

The Communications department helped produce four films on HIV and AIDS, on Haiti, on conflict in Colombia and on the 60th anniversary of Caritas Internationalis.

A newsletter for web users is sent out from the General Secretariat each month.

CI communications officers have been despatched to the sites of many of the major humanitarian crises of the past four years, including Haiti, Indonesia, the Holy Land, Pakistan, Colombia, Chile, Zimbabwe, Sri Lanka, Lebanon, Sudan, Uganda, Italy and Mexico.



Caritas communications officers at a climate justice rally in Copenhagen in 2009. Caritas Denmark

Representational activities

Speaking engagements provide a valuable opportunity to raise awareness of and win support for the work of Caritas.

The Secretary General has given speeches around the world to both Catholic and secular audiences, including the 2008 Catholic Social Ministry Gathering in Washington DC, the Social Mission Conference in Singapore, the National Press Club of Australia, the European Development Days Conference in 2010, and the Global Humanitarian Forum in 2008 and 2009. She has also participated in panel discussions at annual meetings of the World Economic Forum in Davos, Switzerland in 2008, 2009 and 2010, speaking on subjects such as faith and values, leadership, and poverty. She also contributed a Catholic perspective on ethics in the post-crisis economy for a World Economic Forum publication on Leadership, Faith and Values.

In March 2010, the Secretary General was the guest of the Japanese Ministry of Foreign Affairs as part of their 21st Century Partnership in Development Affairs programme. This provided the opportunity to visit Caritas Japan and meet with the Apostolic Nuncio, Japanese bishops and representatives of the Japanese government. Despite being one of the smaller Caritas organisations, Caritas Japan is engaged at all levels of society and is highly respected for its humanitarian work within Japan, as well as being a regular and generous donor to international development projects and emergency appeals. The visit provided an insight into the



challenges of operating as a Caritas organisation in a country where Christians make up only less than one per cent of the population, where national poverty is on the increase. Valuable linkages were made at an interfaith level with the International Buddhist Federation with whom CI collaborates. The visit was facilitated by the Japanese Ambassador to the Holy See.

The Secretary General was a speaker and panellist representing CI at an international seminar on Partnership and Alliance Building for Civil Society Organisations in a Multi-Polar World held at the Berlin Civil Society Centre in April 2010 and on the Changing Faces of Poverty in 2011.

CI staff have represented the confederation at a wide range of international seminars, conferences and other events, providing valuable input, strengthening the expertise of the General Secretariat and helping to raise the Caritas profile.



Lesley-Anne Knight on a visit to Caritas Bangladesh in 2008.
Mark Newman



Caritas colleagues
at the Female
Face of Migration
conference in
Senegal in 2010.
Michelle Hough/Caritas

Together we are more: Strengthening our confederation

The General Secretariat provides a focal point for Caritas members to share knowledge and contribute towards the joint activities of the confederation; it provides support to the Regions and individual members; and provides financial management and administrative services to the governance structures.

Review of governance structures

The Caritas Internationalis Strategic Framework (2007–2011) approved by the 18th General Assembly of 2007 calls for Caritas Internationalis “to consistently analyse and adapt its internal governance and operational structures and processes in order to respond more dynamically to contemporary needs for a network of its size...” (Strategic Priority IV).

In response to this call, a review of the governance and work structures of CI has been undertaken over the past four years, spearheaded by the Legal Affairs Commission and the Bureau Working Party on Review of Governance, mandated by the Executive Committee.

Amendments to the CI Statutes would have been required even without the mandate of the General Assembly. Caritas Internationalis was granted public canonical legal status by Pope John Paul II in September 2004. This has juridical consequences that make changes to the CI Statutes necessary. Furthermore, the CI Statutes need to take into account the relevant canons of the Code of Canon Law of 1983, to which they have not yet been adjusted.

A final draft of the revised CI Statutes was presented to the Holy See in May 2010. A review of the Internal Rules was completed with a consultation process involving all CI Member Organisations and a final draft was presented to the Executive Committee in November 2010.

Finance and administrative systems

Finance, IT and Administration functions in the General Secretariat have been restructured under a new Director of Finances and Administration, who has initiated a number of improvements to the General Secretariat finance and administrative systems.

Greater efficiency has been achieved in the administrative function through the introduction of standard protocols and forms for items such as reservations and correspondence.

The introduction of new accounting software, together with new estimation methods and a template for management information, have facilitated the production of timely reports for the CI Treasurer. International Financial Reporting Standards have been introduced, enhancing our professional image and transparency towards stakeholders.

The security of financial systems has been improved through the introduction of SecureMail electronic banking for payments.

Investment in a new computer server has provided much-needed additional capacity to the internal computer network.

A financial infrastructure has been established to enable the receipt of donations via the website, which has resulted in an increase in private donations.



A church service in Kampala, Uganda. David Snyder

Fundraising

At the time of the 2007 CI General Assembly, the General Secretariat was operating with an annual structural deficit of approximately half a million euros. In order to address this issue, the budget for 2007–11 had a shortfall of approximately two million euros that the General Secretariat was mandated to meet through external fundraising. This target has been exceeded by three million euros.

The specialist fundraising and management consultants, Brakeley, were appointed to carry out a feasibility study. Brakeley conducted a series of interviews with 20 representatives from the CI General Secretariat management team, the Executive Committee, senior executives from Member Organisations and regional coordinators. They presented their findings to the Executive Committee at its meeting in May 2009.

The number of large unsolicited donations received has increased over the past four years, possibly as a result of successful profile-raising communications and representational activities. Large donations from individuals and the website with its online donation facility have brought in around €7 million during the four years, of which € 5.5 million were Unrestricted Contributions.

A full-time fundraising manager was appointed in 2010 and has been working to establish new protocols and procedures for the receipt of donations, as well as establishing a strategy for future fundraising activities.



Cardinal Oscar Rodríguez at World Youth Day celebrations in Sydney, Australia in 2008. James Alcock/Caritas Australia

Capacity building

Financial management and accountability

In a world that demands ever more accountability and transparency, relations with donors will only flourish if Caritas organisations can demonstrate their ability to efficiently and effectively manage funds and account for how they have been spent.

Implementation of a capacity building programme in financial management and accountability began with presentations to the Executive Committee, the Bureau and Regional Coordinators in May 2010.

The programme aims to build on existing initiatives in capacity building within the confederation and stresses the need for involvement of the governance and general management levels of all Caritas members.

After consultation with regional coordinators and a number of members, a self-assessment tool has been developed to help members assess their strengths and weaknesses and identify both training needs and good practices that can be shared with other members.

The programme is intended to run until 2013 and will be concluded with the publication of "Caritas Standards for Management and Financial Accountability", which will build on the joint experience of all Caritas members participating in the programme.

HIV and AIDS

In collaboration with Caritas Europa and Caritas Bulgaria, training on HIV and AIDS has been provided to staff of Caritas and other Catholic Church-inspired organisations from Eastern Europe and Central Asia.

The CI Special Advisor on HIV/AIDS has also facilitated HIV training for more than 300 people from Church-related groups in Myanmar.

The CI Pastoral Training Manual on HIV and AIDS was published in English in May 2007. With the help of Caritas Netherlands (CORDAID) and of the CI Middle East/North Africa (MONA) Regional Office, it has now also been published, respectively, in French and in Arabic. Adaptations also have been prepared in Burmese, Vietnamese, Ukrainian and Russian.

Caritas Internationalis has promoted and accompanied the formation of regional and national Catholic HIV/AIDS networks as well as new programming in response to the pandemic by Caritas organisations. It also serves as the Secretariat for the Catholic HIV/AIDS Network (CHAN), an informal grouping of Catholic Church-related organisations, religious congregations, and lay movements, offering financial and technical assistance support to HIV programmes in low- and middle-income countries.



Peacebuilding

The CI Secretariat has facilitated three regional training sessions in peacebuilding: one in Kenema, Sierra Leone for countries of the Mano River zone (Liberia, Sierra Leone, Guinea Conakry, Gambia), one in the MONA region in Jordan, and one in Bangkok for the Asia region.

Religious communities and Caritas members embraced the '101 Days of Peace' campaign in southern Sudan in 2010.

Elodie Perriot/
Secours Catholique

Catholic identity

The Theology Working Group has produced a collection of theological essays to be published by CI President Cardinal Rodríguez to celebrate the 60th Anniversary of Caritas Internationalis in 2011. The publication represents a theological reflection for Caritas Internationalis Member Organisations as well as for Church leaders and all people of good will. The book contains contributions from several leading theologians, as well as the CI Secretary General, and considers different themes, including *koinonia*, advocacy for justice, leadership and the theological aspects of Caritas itself.

In 2009, the Theology Working Group produced a working document for Caritas staff under the title "Caritas – A Sign of God's Love for Humanity". The aim of the booklet was to stimulate discussion and reflection on the Catholic identity of Caritas and the service rendered by Caritas organisations at the heart of the Church and her mission to the poor. The material was also included on the iamcaritas.org website.

Senior managers of the General Secretariat have attended two guided spiritual retreats at which they have explored the theological dimensions of Caritas, how they relate to their day-to-day management responsibilities and the formation of Caritas staff.



Karen Kasmauski for CRS

General Secretariat management and staff restructuring

A key priority since 2007 has been to strengthen the General Secretariat as a cohesive and effective team with the capacity and competence to support and deliver the global operational plan for the confederation.

Key new appointments have included a Director of Finance and Administration, Director of Policy, Humanitarian Director and Fundraising Manager.

Team spirit has been fostered through regular staff meetings and planning workshops in which everyone participates and has the opportunity to interact with colleagues from other teams. In addition to contributing towards operational planning, these sessions have considered wider issues such as what it means to work in an organisation such as Caritas Internationalis, and how Caritas values, principles and working ethos need to shape our General Secretariat.

Roles and responsibilities within the Secretariat have been realigned to encourage greater cooperation in delivering CI strategic objectives.

Management of the Secretariat has been reorganised to create a flatter structure, following the principle of subsidiarity, to ensure that decisions are taken at the appropriate level. The size of the permanent staff of the General Secretariat has gradually been

reduced to 14 to increase flexibility and adaptability of the workforce. The other 12 positions are on fixed-term contracts of between three months and five years.

Management positions now reflect a thematic, rather than regional focus. The Regional Desk Officer role for Africa and Asia has been redefined under the title International Liaison Officer. ILOs retain a regional focus, but now have a much broader responsibility to contribute to CI's work on advocacy, communications and capacity building in key priority areas such as emergency response, aid effectiveness, migration, climate change and peacebuilding.

A Secretariat Coordination Team has been created to provide an efficient and welcoming reception and telephone switchboard service, as well as provide logistical support to the Secretariat with postal and secretarial services, travel arrangements, hosting of meetings and other duties.

Establishment of the Emergency Rapid Response Team has enhanced the General Secretariat's ability to respond quickly and efficiently to rapid onset disasters and to launch quality emergency appeals.

A Staff Handbook has been produced for the General Secretariat, including internal rules and guidelines, for both staff and managers.

Representation at the UN in Geneva

The CI office in Geneva is staffed by the UN Delegate plus two international officers. The Geneva Delegation participates as observer at the ECOSOC meetings that take place in Geneva and reports to the CI General Secretariat and interested CI Member Organisations on relevant proceedings and decisions taken by ECOSOC and maintains relationships with relevant UN organisations, such as UNHCR, OHCHR, IOM and ILO, and with strategic partners among international organisations.

Caritas Internationalis continues to maintain close collaboration with UNAIDS, on the basis of a Memorandum of Understanding, first signed in 1999 and renewed in 2003, with a joint commitment to, *inter alia*, promote HIV and AIDS awareness, activities to mitigate the impact of the epidemic, and promote advocacy in the context of the 2001 UNGASS Declaration of Commitment.

Caritas Internationalis maintained a “Working Relationship” with the World Health Organisation (WHO) during 2007 and 2008. In January 2009, CI was accepted as a non-governmental organisation in “full status” relations with WHO. It regularly observes at the World Health Assembly and at meetings of the WHO Executive Board and disseminates, to its Member Organisations, reports on health trends reviewed and actions taken by these bodies.



Caritas colleagues took part in International Humanitarian Day in Geneva in 2010.

Representation at the UN in New York

After three years of *ad hoc* presence, the CI International Delegation office in New York was established in 2004 at the United Nations Church Center immediately across from the United Nations Headquarters through the kind cooperation of the World Council of Churches. The agreement provides CI with a convenient base close to the UN at minimal operational cost in a prime location with key partners.

The New York delegation initiated in 2008 and hosted a Millennium Development Goals Convening Group. The delegation also welcomed visiting delegations, the Food and Hunger Working Group, International Catholic Organisations and programmes with the World Conference of Religions for Peace. It also presents monthly briefings, independently and in partnership with other NGOs.

Continued service is provided to the Catholic Peacebuilding Network steering committee as well as ongoing partnership briefings to staff and students of St John's University Graduate

Programs and Seton Hall University-Whitehead School of International Law and Diplomacy and other institutions.

Caritas member episcopal delegations are regularly received for both private and public briefings with the international community.

Through its ECOSOC status at the UN, CI is frequently asked to provide fact-based expert advice.

The New York delegation has collaborated with the Congregation for Oriental Churches on the troubled Eritrea, Ethiopia, Somalia triangle. It has also been engaged in discussions around the role of the Church and faith-based organisations in peacebuilding, especially in predominantly non-Christian countries and regions.

The delegation has regular contact with the Permanent Observer of the Holy See to the UN, keeping the Holy See Mission informed on major policy challenges in crisis and conflict zones, and reporting on CI field trips. CI staff interns regularly staff special Holy See Mission briefings at the UN and other venues.



The Ethiopian Catholic Secretariat (Caritas Ethiopia) held a climate conference in 2010. Somali nomads struggle to cope with record heat waves. Patrick Nicholson/Caritas

Regional highlights

The General Secretariat has hosted annual meetings of the Regional Coordinators Forum during the past four years. This is a valuable meeting for the General Secretariat in terms of deepening understanding of the challenges of different regional contexts and the varying needs of Member Organisations. The forum also serves as a space for mutual support and exchange amongst the regional coordinators themselves.



Regional Coordinator for Latin America Fr Antonio Sandoval and Friedrich Kircher of Caritas Germany at a meeting in Haiti days after the 2010 Earthquake. Katie Orlinsky/Caritas

Africa

During the period 2007–2011, Caritas Africa has focused on achieving the following four strategic goals:

- Ownership and integration of Caritas organisations that are deeply rooted at all levels of the Church
- Organisational development and institutional strengthening of Caritas Africa
- Combating poverty and reinforcement of self-reliance of local communities
- Integration of emergency preparedness, effective response, peacebuilding and reconciliation

Caritas Africa has strengthened its position within the Church at the regional level by working in closer partnership with SECAM, the Symposium of Episcopal Conferences of Africa and Madagascar. SECAM and Caritas Africa jointly organised a post-synod consultation in Mumemo, Mozambique, in May 2010, at which all participants signed the Mumemo Declaration, setting out practical steps towards closer collaboration. The meeting was attended by the Caritas Internationalis Secretary General, Humanitarian Director and International Liaison Officer for Africa.

Caritas Africa has also strengthened ownership and integration of Caritas at national as well as diocesan and parish levels. Caritas is deeply rooted in most of the 45 countries of the region and the local community-based Caritas groups in parishes constitute a well-developed network.

Future challenges for Caritas Africa include an urgent need for

organisational development and institutional strengthening. With financial and logistical support from partners, Caritas Africa has developed programmes to meet shortcomings faced by Member Organisations, but there is still a long way to go.

The fight against poverty and the reinforcement of self-reliance of local communities has been a major preoccupation of the Caritas Africa Regional Commission. Workshops, such as the one organised in Addis Ababa, Ethiopia in September 2008, on the theme: “Microfinance: an innovative strategy towards achieving the Millennium Development Goals”, and various meetings have been organised to promote understanding of the role of Caritas at all levels. Countries needing support and guidance were identified and steps taken to accompany them in their task.

The goal of integration of emergency preparedness, effective response, peacebuilding and reconciliation has seen the development of better partnership between Caritas Africa and its partners from the North. A Caritas Africa Emergency Preparedness and Management Team has been set up with the participation of representatives from the Caritas Internationalis Secretariat, northern Caritas members and Caritas members from Africa.

CI staff actively participated in Uganda’s first peacebuilding conference in 2009, where Caritas Uganda lead a high profile discussion of reconciliation with politicians and leaders of other faiths.

The CI Secretary General has also attended Caritas Africa Regional Conferences in Addis Ababa and Nairobi, and visited Caritas Uganda.

Asia



Fishermen prepare nets for night-time fishing off Sri Lanka’s eastern coast, badly damaged in the 2004 tsunami. David Snyder/Caritas

Caritas Asia has assumed a greater role in Asia since the Asia Partnership for Human Development was wound up in 2007. This brought several challenges for Caritas Asia as it took on additional coordination and capacity building activities as well as programmes on sustainable agriculture, farmers’ rights and the trafficking of women and children. Anti-trafficking programmes have been run in 12 countries with 14 partners. Good awareness has been created and mechanisms have been developed to fight trafficking at the grassroots level.

Another landmark has been a Community-Based Rehabilitation Programme with a regional and in-country accompaniment in capacity building. Caritas Asia has reviewed its experience of the 2004 tsunami and documented its findings with the help of social activists, technical engineers and designers. The work has been published in book form that includes a manual for shelter construction.

The Secretary General and senior Secretariat staff have attended the annual Caritas Asia regional conferences held in Bangkok and Phnom Penh. The Secretary General has also visited several Caritas Asia members, including Bangladesh, Cambodia, Thailand, Indonesia, Singapore, Korea and Japan.

Europe

The Commission for Internal Network (CIN) developed “minimum” standards based on review of good practice and principles of Catholic Social Teaching, that was originated from the Management Forum in 2007 where the idea was to develop “risk reduction”. The Regional Conference in 2009 approved “Common Management Standards” (CMS). By May 2010, these were ratified by 20 Member Organisations and a peer-to-peer review system was started.

Concept and Inclusion: These two projects developed the capacity of the European Caritas organisations and of the Caritas Europa Secretariat to intervene more strongly and efficiently in “political charity”, in lobbying with European institutions and with national governments of the European Union for better policies for people experiencing poverty. It was a coordinated action at European and Member Organisation level. Advocacy has been linked to capacity building (Summer University) and campaigning.

During the European Year 2010 Against Poverty and Social Exclusion, Caritas ran a Europe-wide campaign against child poverty, for better social protection, employment for all and worldwide solidarity. Caritas Europa and many Member Organisations were

involved in “Zero Poverty”, engaging the diocesan and parish levels of Caritas. Over 170,000 signatures were collected and an interactive webpage put in place, together with campaigning materials. There was ecumenical collaboration between Caritas and COMECE (EU bishops’ conferences) with KEK (EU Christian Churches Coordination) and Eurodiakonia, which resulted in a joint position paper against poverty in Europe.

“Building Bridges, not Barriers”, the Migration Forum 2007, brought together Caritas from around the world and high-level speakers, including former EU commissioner for Justice and Home Affairs Antonio Vitorino. Caritas Europa is a leading voice in the European debate on migrant integration and actively contributes to shaping EU policy.

Improved collaboration with ECHO (European Commission Humanitarian Aid Officer) has led to learning and sharing on international cooperation among European Caritas Member Organisations. A highlight for the region was the Caritas Europa International Forum in Soesterberg (2009) promoting good practice in humanitarian response.

Latin America

Caritas Latin America and the Caribbean (LAC) has worked towards reinforcing the regional identity of Caritas members over



Caritas Latin America and the Caribbean hold a congress in Buenos Aires, Argentina in 2010.

the past four years. It has also sought to work with fair-trade networks, trafficking organisations, human rights groups and bodies involved in the World Social Forum.

Emergencies and disaster risk reduction emerged as a priority. The region has been hit by massive earthquakes, such as Haiti and Chile (2010) and Peru (2007), as well as floods in Central America and Brazil. At three regional meetings, LAC reached agreements regarding an emergency response fund for the region and the establishing of an emergency team. LAC has played an important role in encouraging Caritas members in the region to apply the emergency guidelines during disasters. These and other initiatives have allowed inter-regional solidarity to grow over the years.

LAC encouraged the sharing of best practices and experiences regarding fundraising for projects. It has promoted solidarity on this level in a bid to make Caritas in Latin America less dependent on international cooperation for funds. The regional Caritas is looking into how to finance its office in view of current changes.

Caritas has ensured its regional participation at important international events on the continent over the past four years such as the World Social Forum in Brazil and the International AIDS conference and UN climate change conference in Mexico.

North America

The three North American Member Organisations, Catholic Relief Services, Catholic Charities USA and Development and Peace (Caritas Canada), are very different but they share some common themes. All three agencies have focused on emergencies, including the continued response to the 2004 Asian tsunami, the Haiti and Chile earthquakes, Katrina and other hurricanes, and the gulf oil spill in the Caribbean.

They are also engaged in campaigns to fight poverty. Domestic and international advocacy has focused on changing the systems that keep people in poverty throughout the world.

Catholic Charities USA and Catholic Relief Services have continued to work with the Bishops' Conference's office of Migration and Refugee Services. They also continued as members of the Catholic Coalition on Climate Change, working with the

Bishops' Conference on congressional legislation and the education of lay leaders throughout the United States.

Caritas North American and Caritas Latin America and the Caribbean have met annually for combined regional meetings, at which the CI General Secretariat has also been represented. There have also been numerous combined training sessions, meetings and opportunities for the two regions to meet and work together.

Over the past four years, Member Organisations in Caritas North America have worked together on migration, trafficking, extractive industries and peacebuilding. On many of these issues, Caritas Latin America and the Caribbean joined in the work. There was also an important and successful regional meeting to share information and best practices on fundraising.

Oceania

The Oceania Regional Forum in late 2009 provided an opportunity for the Secretary General to visit Caritas Australia, Caritas Aotearoa New Zealand, Caritas Tonga and Caritas Samoa. In all of these countries there were useful meetings with government ministers, as well as valuable media coverage, including press, radio and television interviews. Just two days after the regional forum had ended, Samoa and Tonga were struck by a tsunami. CI launched a €400,000 emergency appeal to support 5,000 people with food, water, psychosocial assistance, shelter and education. Caritas Australia provided technical and management support to Caritas Samoa.

The Oceania Region scaled up its disaster preparation capabilities at an Emergency Communication Protocols Workshop in Fiji during February 2011. Caritas Oceania members have also been taking part in an ongoing self-assessment programme for capacity building.

The General Secretariat was also represented at the 2010 Oceania Regional Forum in Sydney, Australia, which included formation sessions on Catholic Social Teaching presented by the Catholic University of Sydney.



Lesley-Anne Knight and Bishop Soane Patita Paini Mafi of Tonga.
Mark Newman

Middle East and North Africa (MONA)

The 2010 Middle East and North Africa Regional Partnership Forum was held in Beirut in July and was attended by the Secretary General and the Director of Policy. This was a valuable opportunity to discuss among the Caritas MONA leadership and partners the significance of the Middle East Synod of Bishops held in Rome in October, and for prayer and reflection to make a contribution to this timely event.

In coordination with the Secretary General, the CI New York delegate was involved in providing support and information in preparation for the Bishops Synod for the Middle East. Research and resources from the UN, Member States, CI and others were provided to ROACO (Relief Organisations Associated with the Congregation for Oriental Churches), and Synod priority interests were communicated to other stakeholders and the Catholic media with special attention paid to the plight of refugees cared for by Catholic organisations.

The Secretary General also attended the 2008 Regional Conference held in Damascus.



The Caritas health clinic in Gaza. Katie Orlinsky/Caritas

Caritas Lebanon Migrant Center employee Mya Ziadeh with a child at Saloum border crossing between Libya and Egypt in 2011.
Donal Reilly/Caritas



Elodie Perriot/
Secours Catholique

We have travelled this road together,
“united in minds and hearts”.
Pope Paul VI in *Populorum Progressio*

Membership of the Caritas Internationalis Executive Committee and Bureau (2007–2011)

President

His Eminence Oscar Andrés Cardinal Rodríguez Maradiaga SDB

Vice-Presidents

Archbishop Cyprian Kizito Lwanga (Uganda), Caritas Africa
Fr Erny Gillen (Luxembourg), Caritas Europa
Bishop Yvon Ambroise (India), Caritas Asia
Fr Larry Snyder (United States of America), Caritas North America
Mrs Anne Dickinson (Aotearoa-New Zealand), Caritas Oceania
Mr Joseph Farah (Lebanon), Caritas MONA
Bishop Fernando Bargallo (Argentina), Caritas LAC

Treasurer

Mr Grigor Vidmar (Croatia) (resigned in 2010)
Mr Jürg Kruppenacher (Switzerland) (interim)

Member Organisations

Africa

Dr Bruno Miteyo (DR of Congo)
Mrs Philomena Johnson (Ghana)
Mr Jacques Dinan (Mauritius)
Sr Anne Hughes (South Africa)

Asia

Dr Benedict Alo D'Rozario (Bangladesh)
Mr Kim Rattana (Cambodia)
Mr Chin Meng Pun (Macau)

Europe

Dr Oliver Mueller (Germany)
Mr Paolo Beccegato (Italy)
Mr Alojzij Stefan (Slovenia)
Mr Silverio Agea Rodriguez and Mr Sebastian Mora Rosado (Spain)

Latin America and the Caribbean

Ms Marcia Boxill (Antilles)
Mr Gabriel Castelli (Argentina)
Fr Giorgio Peroni (Ecuador)
Fr German Calix (Honduras)

Middle East and North Africa

Bishop Gorgio Bertin (Djibouti)
Fr Nabil Gabriel (Egypt)

Oceania

Sr Senolita Vakata (Tonga)

North America

Ms Anne Marie Reilly (2007/8), Ms Joan Rosenhauer (2009) and Mr Michael Wiest (2010/11) of CRS (USA)

Secretary General

Mrs Lesley-Anne Knight (England and Wales)

Ecclesiastical Advisor

Fr Hubert-Andrzej Matusiewicz, OH

Representative of Pontifical Council Cor Unum

Msgr Segundo Tejado Muñoz

The CI Bureau comprises the President, seven Vice-Presidents (Regional Presidents), the Treasurer and the Secretary General (who has no voting rights). The CI Executive Committee comprises the Bureau and 19 Member Organisations. The Ecclesiastical Advisor and the Pontifical Council Cor Unum Representative are permanent observers on the Executive Committee and Bureau (without voting rights).

Statutory Commissions

Legal Affairs Commission

Chairperson

Msgr Michael Landau, JCD (Austria)

Members

Sr Melanie Di Pietro, SC, JD, JCD (United States of America)
Dr Lucio Ghia (Italy)
Dr Gilio Brunelli (Canada)
Bishop William Kenney, CP (England and Wales)

Consultant

Dr Claudio Ghia (Italy)

Finance Commission

Chairperson

Mr Grigor Vidmar (Croatia) (2007–2010)
Mr Jürg Kruppenacher (Switzerland) (2010–2011)

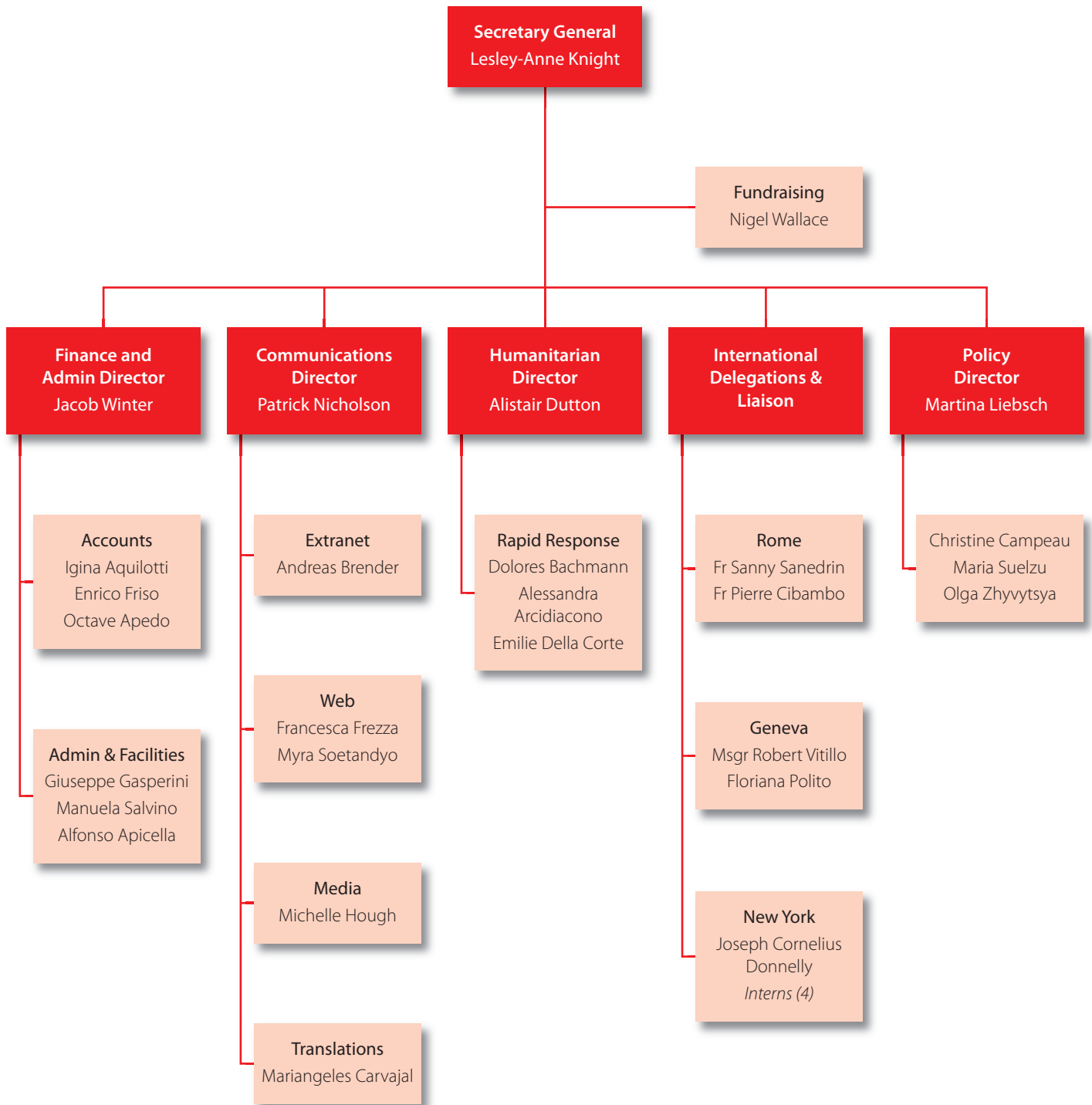
Members

Ms Ivonne Campos (Uruguay)
Ms Laura Cassell (United States of America)
Mr John Dumba-Ssentamu (Uganda)

Regional Coordinators

Africa: Mr Jacques Dinan (Mauritius)
Asia: Mr Josh Niraula (until 2008), Fr Boniface Mendes (Pakistan)
Europe: Mr Marius Wanders (Netherlands) (until October 2010), Mr Jorge Nuño Mayer (Spain)
Latin America and the Caribbean: Fr Antonio Sandoval (Mexico) (until October 2010), Fr Francisco Hernandez Rojas (Costa Rica)
MONA: Ms Rosette Héchaimé (Lebanon)
North America: Ms Kathy Brown (United States of America)
Oceania: Mr Busby Kautoke (Tonga) (until November 2009), Mr Tim Walsh (Aotearoa New Zealand)

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