

HMDC Presents... SOCHUM: Sample Position Paper

HMDC Presents... Sample Position Paper: SOCHUM: Role of NGOs

THIS IS A MODEL TO LEARN FROM, NOT TO COPY. We use this sample to see how one real country's facts fit into the four HMDC parts on a single page. We read it once for the ideas, a second time for the shape, and then we close it and write our own paper about our own country in our own words. Our paper must be our own work. Even if one of us is assigned Sweden, we start again from our Country Report and never reuse these sentences.

THE SAMPLE PAPER

Committee: Social, Humanitarian and Cultural Committee (SOCHUM) **Topic:** Role of Non-Governmental Organizations, Foreign Aid and Local Institutions **Country:** The Kingdom of Sweden

Background of the Topic. The Kingdom of Sweden believes that aid works best when it leaves behind stronger local institutions: the governments, hospitals, schools and community groups that serve people after outside helpers leave. In 2023, donor governments sent about 27.6 billion dollars to and through civil society organizations, yet organizations based in developing countries received only about 0.5 percent of it (OECD, June 10, 2025). Experts warn that outside groups working around local systems build "parallel structures" that weaken governments (Brookings Institution, January 21, 2025). This dependency became dangerous in 2025, when government aid fell 23.1 percent (Norwegian Ministry of Foreign Affairs, April 9, 2026), and local partners that had built costly accounting systems to meet one donor's rules could no longer keep them running (Brookings Institution, February 25, 2025). The root cause is a system that keeps money and decisions far from the communities it serves, so local institutions never grow strong enough to stand on their own.

UN and International Action. Sweden builds on General Assembly resolution 70/1 (2015), which calls for partnerships with civil society to reach the Sustainable Development Goals. The Paris Declaration of 2005 set five principles, including ownership, which means developing countries set their own strategies, and alignment, which means donors use local systems (OECD, March 2, 2005). In 2021, donors adopted the first international standard on how donors work with civil society (ICNL, July 12, 2021). Under the Grand Bargain, donors and aid agencies promised to send at least 25 percent of humanitarian funding to local actors "as directly as possible" (Inter-Agency Standing Committee, May 7, 2024), yet direct funding reached only 4.3 percent in 2025 (ALNAP State of the Humanitarian System 2026, September 10, 2026).

Our Country's Policy. Sweden is one of only four countries that met the UN target of giving 0.7 percent of national income as aid (Norwegian Ministry of Foreign Affairs, April 9, 2026). As a member of the European Union, Sweden supports the EU's 2026 plan for "a greater role for local actors," multi-year funding and pooled funds (European External Action Service, May 27, 2026). Sweden's national interests, which it will not compromise, are aid that is neutral and based only on need, and development that local people own and lead. Its negotiable policies include the timetable for each stage of handover, the balance between funding governments and funding local NGOs, and the way progress is measured.

Proposed Solutions and Expected Opposition. Sweden proposes a Framework for Locally Led Development with three parts. First, for efficiency, more money should flow through local organizations, which one analysis found could deliver programs about 32 percent more cost-efficiently than international ones (ALNAP State of the Humanitarian System 2026, September 10, 2026), and through country-based pooled funds, which gave a record 55 percent of their money to local and national NGOs in 2025 (OCHA, December 26, 2025). Second, for sustainability, local partners should receive multi-year funding and fair overhead (money for rent, accounting and training), instead of the 10 percent limit many faced while international partners received 20 to 40 percent (Brookings Institution, December 1, 2022). Third, every program should agree on a handover plan in stages: international NGOs lead at first, then local partners lead with support, and finally local institutions and locally governed funds lead on their own. Sweden expects the African Union and other sovereignty-minded countries to ask that aid go mainly through governments. Sweden will answer that strong governments and strong local NGOs grow together, while neutral local groups remain essential wherever a government is at war with part of its own people.

HOW THIS SAMPLE IS BUILT

1. **Starting from what our chairs will ask:** Harvard wants to know how NGOs can help communities while making local institutions stronger, and how a development framework can be efficient, sustainable and free of dependency. We read the "WHAT OUR CHAIRS WILL FOCUS ON" section of our HMDC report first, and every part of this paper answers that question.
2. **Building the background from Parts 1B and 1F:** We showed where the money goes today with the OECD figure in Part 1B and the warning about "parallel structures" in Part 1F. We used the 23.1 percent aid cut from Part 1A only once, as background that shows why dependency is dangerous. Then we ended with one plain sentence that names the root cause, as the HMDC format asks.
3. **Choosing UN action from Parts 2A, 3A and 3B:** We picked the development resolution 70/1 from the table in Part 2A, then added the Paris Declaration and the 2021 donor standard from Part 3B. The Grand Bargain promise comes from Part 3A, and the 4.3 percent figure from Part 1B shows the gap between promise and practice.
4. **Writing the policy from Parts 1A, 2G and 3E:** Sweden's aid record comes from the Norwegian Ministry entry in Part 1A, and its wider position comes from the European Union row in Part 2G and the EU plan in Part 3E. We were careful to say Sweden supports the EU plan as a member, because the report does not quote a separate Swedish statement. We wrote one firm sentence for national interests and one flexible sentence for negotiable policies.
5. **Turning report solutions into a framework:** The efficiency part uses the cost figure from Part 1B and the pooled fund record from Part 2C. The sustainability part uses fair overhead from Part 1B and multi-year funding from Part 3E. The handover plan answers the word "sustainable" in Harvard's summary, and its last stage builds on the locally governed funds in Part 3D.
6. **Predicting the opposition from Parts 1F and 2G:** The African Union row in Part 2G and the debate in Part 1F show that some countries want aid to flow through governments. Our answer joins both sides, and it uses the point about neutrality from the ICRC entry in Part 1F.
7. **Checking the length:** The four parts of the sample paper together run about 590 words, inside the HMDC limit of 450 to 600 words.

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