

**UNITED NATIONS DEVELOPMENT GROUP IRAQ TRUST FUND PROJECT # 66937
MPTF OFFICE FINAL PROGRAMME NARRATIVE REPORT
REPORTING PERIOD: FROM 11/2008 TO 12/2012**

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results¹
<ul style="list-style-type: none"> Programme Title: Support to the Expanded Humanitarian Response Fund (ERF) Programme Number F8-07 MPTF Office Project Reference Number: 66937 	<p><i>Country/Region:</i> Iraq/All governorates</p> <hr/> <p><i>Priority area/ strategic results</i> Governance and Human Rights Priority Area</p>
Participating Organization(s)	Implementing Partners
<ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF Office under this programme <p>UNDP</p>	<ul style="list-style-type: none"> UNOCHA through March 2011 At the end of 2011 54 Iraqi NGOs and 11 INGOs were part of this project/ <p><small>*Please consult the list of partners at end of report for relevant Iraqi Local Authorities, NNGOs and INGOs.</small></p>
Programme/Project Cost (US\$)	Programme Duration
Total approved budget as per project document: USD 19,912,595.50 MPTF /JP Contribution ² : USD 19,912,595.5 Agency Contribution <ul style="list-style-type: none"> <i>by Agency</i> 	Overall Duration (<i>months</i>): 49 months Start Date (<i>dd.mm.yyyy</i>): 19/11/2008 Original End Date (<i>dd.mm.yyyy</i>): 19/11/2010 Actual End date (<i>dd.mm.yyyy</i>): 31/12/2012
Government Contribution	Have agency(ies) operationally closed the Programme in its(their) system? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Other Contributions (donors)	Expected Financial Closure date ³ : 31/12/2013
TOTAL: USD 19,912,595.50	Report Submitted By
Programme Assessment/Review/Mid-Term Eval.	<ul style="list-style-type: none"> Name: Thair Shraideh Title: Programme Specialist, Fund Manager Participating Organization (Lead): UNDP Email address: thair.shraideh@undp.org
Evaluation Completed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: December 2010 Evaluation Report - Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: December 2010 (Annex II)	

¹ Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

² The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

³ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT

EXECUTIVE SUMMARY

The programme is funded entirely through the Iraq Trust Fund. It is a granting scheme modality that executed projects through national and international NGOs, aiming to respond to humanitarian and unmet needs as a result of geographic, sectoral and funding gaps in humanitarian response and/or government capacity. Partnering with 54 Iraqi NGOs and 11 INGOs, the programme reached over 713,000 direct beneficiaries, through the funding of 96 projects, with an approximated cost of over US\$18 million, and conducted 116 activities all over Iraq.

The programme responded to urgent needs and improved the lives of vulnerable Iraqis under seven sectors. Below is a briefed summary of achievements under each sector.

Education: The programme improved access to basic education through funding 16 projects for the amount of approximately US\$3 million through activities in nine governorates including Najaf, Baghdad, Thi Qar, Dahuk, Sulaimaniya, Basra, Salah al-din, Anbar and Ninewa. 59 schools were renovated and rehabilitated; out of which 21 were for girls, 19 for boys and 19 were mixed. More than 45,000 students benefited from these projects. To ensure students have access to a secure and safe hygienic environment, 193 health facilities at schools were renovated. In addition, 228 hygiene awareness sessions were conducted and attended by about 31,000 students, teachers and students' families. To raise awareness on hygiene practices, 13,500 posters and booklets were distributed.

Food and Supplementary Food: Six projects were funded with a total budget of US\$533,256. Food aid and baskets were delivered to 21,596 beneficiaries (approximately 3,600 families) in five governorates in Thi Qar, Baghdad, Diyala, Basra and Anbar). Over 17,000 beneficiaries were children, out of which 6,790 are orphans.

Water and Sanitation: Most funded sector constituting 38% of all funded projects with a total amount of \$6,836,431. In this sector, 42 activities took place in 15 governorates including in Anbar, Ninewa, Baghdad, Basra, Thi Qar, Babil, Dahuk, Sulaimaniya, Wassit, Kikuk, Diyala, Missan, Muthana, Salah al-din, and Qadissiyah. The projects served 249,652 people, the highest percentage of beneficiaries under the programme (35% of all beneficiaries). The projects connected 10,336 houses to main water networks and rehabilitated more than 800 water treatment plants. To assist in storing water, more than 5,346 water tanks were distributed to vulnerable families. These activities created more than 1,500 work opportunities through hiring non-skilled labourers from the targeted communities. As a crucial part of almost all funded projects in this sector, 1,418 hygiene awareness sessions were conducted and 26,000 people attended while 5,550 posters and awareness materials were distributed.

Shelter: 24 projects were funded in this area with a total budget of US\$ 4,185,856 covering 11 governorates in Anbar, Kerbala, Babil, Baghdad, Kirkuk, Thi Qar, Qadissiyah, Basra, Diyala, Ninewa and Najaf. The projects helped provide basic aid to 15,159 needy families (78,372 beneficiaries); 17,888 men, 21,287 women out of which 1,450 were widows and 39,197 children. To improve vulnerable families' living conditions The Fund rehabilitated 1,848 shelters, distributed 12,250 Non-Food Items kits 6,342 hygiene kits and 5,566 kitchen sets. More than 249 job opportunities were created for the targeted communities.

Agriculture: Nine projects were funded in this sector with a total budget of US\$ 2,195,838 covering five governorates: Dahuk, Thi Qar, Erbil, Diyala and Sulaymaniya. The total number of beneficiaries in this sector is 66,233 people (17,797 men, 20,167 women and 28,269 children). 8,000 Buffalos were vaccinated against hemorrhagic septicemia disease. The Fund constructed 68 water basins for spring water in 68 villages

to provide irrigation water for 950 donums of orchards and drinking water for over 20,000 livestock. 977 farmers participated in awareness sessions on pond renovation and maintenance, water management for irrigation, and watering animals. In addition, 50 farmers received knowledge on drip irrigation systems. Through these projects the Fund improved and opened 69km of roads, improving access of farmers to their farmlands in 65 villages with an average range of 1km for each targeted village. These projects included the cleaning of over 150km of river and irrigation canals to secure irrigation and drinking water for more than 14 villages serving more than 60,000 donums of irrigated land.

Health: Nine projects were funded in this sector with a total budget of \$1,058,595 covering 12 governorates including Ninewa, Anbar, Babil, Baghdad, Salah al-din, Diyala, Kirkuk, Najaf, Qadissiyah, Wassit, Thi Qar and Dahuk). Number of beneficiaries under this sector is 248,215 (9,684 men, 219,893 women and 18,638 children). The projects in this sector provided 1,475 vulnerable individuals with special needs with medical aids including wheelchairs, audio aids, fixed toilet wheelchairs, walking sticks and crutches. The projects provided medical services to 6,600 Internally Displaced patients through mobile health clinics. The programme provided life-saving medical items to Public Emergency Departments in Iraq in nine central and southern Governorates targeting about 21,000 crisis-affected individuals accessing emergency rooms. One sterilization technician and two medical staff in each of those targeted health structures received on-the-job training on the use of the items and sterilization procedures, in addition to general awareness of hygiene in hospitals. Estimated gender ratios of beneficiaries are: 40% children, 35% women and 25% men. 76 health awareness sessions were conducted for 2,950 attendees and 1,000 hygienic sets were distributed to improve hygiene practices. The projects in this sector provided comprehensive blood testing and other family medical services for about 209,000 women/adolescents, including psycho-social support for survivors of Gender Based Violence with a special focus on Internally Displaced women and female heads of households.

Protection: One Protection project was funded with a total budget of \$274,129 covering two governorates in Erbil and Ninewa. The project provided access to safe spaces to around 2,000 Internally Displaced children aged 5-16, benefiting from recreational activities and psychosocial support in the Ninewa and Erbil Governorates.

As a closure ceremony, the programme conducted in November 2012 a Capacity Building Conference for Iraqi CSOs that was attended by more than 70 Iraqi NGOs. The conference presented the accomplishments of the Programme over the last four years, and provided six focused workshops to increase the technical capacity of Iraqi NGOs on several topics aiming to enhance their sustainability in the future. Please refer to **Annex I** for the conference workshop.

I. Purpose

The Expanded Humanitarian Response Fund (ERF) has the aim to help fill critical humanitarian gaps within different sectors through readily available flexible funding for emergency response to:

- 1) Save lives or protect threatened livelihood, 2) Meet critical short-term humanitarian needs, and 3) respond to sudden-onset complex humanitarian emergencies. The Project quickly responds to undertake urgent humanitarian activities in Iraq reflecting a flexible and localized approach to humanitarian action. Specifically, the programme provides a useful channel to better target funds for unmet/urgent needs as a result of geographic, sectoral and funding gaps in humanitarian response and/or government capacity.

Outcome 1: Improved support to vulnerable Iraqis through timely delivery of humanitarian assistance and protection.

Output 1.1: Protection needs and gaps in essential services for vulnerable communities affected by crisis in Iraq are met (OCHA lead, UNDP).

Output 1.2: Improved capacity, coverage, coordination and impact of humanitarian action.

a) Enhanced Capacity of NGOs at the field level through support of Projects responding to key gaps.

b) ERF projects respond to identified needs based on updated data analysis (information).

Output 1.3: Strengthened links between immediate action for families in crisis and support for early recovery.

Output 1.4: Enhanced emergency preparedness to respond to crises in Iraq.

This programme responded to outcomes of the United Nations Development Assistance Framework for Iraq 2011-2014 (UNDAF):

- Outcome 1.4 related to human rights.
The ERF programme built capacity of non-governmental organizations through their receipt of ERF funds, as well as through formal training opportunities offered to them.
- Outcome 3.4 related to disaster management.
Where possible and relevant, some ERF projects were able to incorporate sustainability into the design of the emergency interventions.
- Outcome 4.4 related to water.
The ERF supported this outcome through projects aiming to create or repair water systems for small communities in rural areas that are extremely vulnerable.
- Outcome 4.6 supported by the ERF through its food and agriculture related projects.

The programme also contributed to several strategic documents and efforts as follows:

UN Assistance Strategy for Iraq

Through the involvement in different sectors, the programme directly addresses the joint UN Assistance Strategy for Iraq within several clusters:

- Education: By funding projects to rehabilitate schools facilities, along with hygiene awareness programs.
- Water and Sanitation: By funding several projects for drilling wells and rehabilitating water centers to improve drinking water availability and quality.
- Health: By contributing to emergency preparedness and providing life-saving medical items to emergency departments in Iraq.
- Housing and Shelter: By reducing the number of people living without adequate shelter in vulnerable areas. The programme rehabilitated several shelters for people in need, in addition to distributing aid materials for winter and summer.
- Agriculture: By funding water storages provisions to save agricultural lands in vulnerable areas.
- Food Assistance: By projects providing food baskets to IDPs, returnees and other vulnerable groups.

UN Millennium Development Goals

The ERF programme contributes to:

- MDG1 through several projects under food and shelter sectors, aimed at reducing poverty and hunger.
- MDG 2 through rehabilitating schools, which assists in achieving universal primary education.
- MDG 3 on gender
- MDG 4, 5 and 6 are related to the health projects.
- MDG 7 Target 3 sustainable access to safe drinking water and basic sanitation.

Iraqi National Development Strategy (NDS)

The programme addresses several NDS goals for improving quality of life:

- NDS Goal 1: Mitigate Poverty and Hunger, through food assistance projects.
- NDS Goal 2: Achieve primary education for all, through school rehabilitation projects.
- NDS Goal 6: Full access to water and health services, through several water and health projects as a cornerstone of welfare and economic development.
- NDS Goal 7: Decent houses for all, by shelter projects to reduce the number of families living in destroyed or unsuitable houses. Additionally addressing the needs of IDPs, refugees and returnees while enabling them to realize their potential as contributing members of the economic community.

The International Compact with Iraq (ICI)

This programme responds to several targets of the ICI as it assisted to cover emergency gaps in education, health, water and sanitation, agriculture and shelter. In particular ICI Section 4.4 related to Human Development and Human Security with the following ICI areas specific to this programme:

4.4.1: Assist in achieving universal access to basic education:

- Improve access to primary health care and nutrition, including improved access to safe drinking water.
- Undertake universal measures to ensure universal access to services (water and sanitation, housing).

4.4.2: Protect the poor and vulnerable groups from the fallout of change and reintegrate them into society, community and economy; address the needs of IDPs, refugees, and returnees while also enabling them to realize their potential as contributing members of the economic community.

- Undertake specific measures to strengthen the targeted safety net.

4.6: Support the development of the agriculture sector to achieve food security.

The National Development Plan

The National Development Plan is the Government of Iraq priorities for 2010-2014, and this programme is aligned with it. Through the several funded projects under agriculture, health and education sectors, the programme responded to several objectives of chapters 5 and 8 of the NDP:

- Chapter 5 (Agriculture and Water Resources):

5.10.1 Water Resources and Land, Objective 3: Improving water treatment capacity

5.10.2 Agricultural Production, objective 2: With regard to animal production, increasing the number of sheep, goats, and poultry as a priority, then increasing the number of buffalo and camels

5.11.3 Water Policies, objective 16: Giving the maintenance of projects, irrigation networks, canals, and reclaimed lands top priority and returning to the method of managing and operating them by establishing independent authorized administrations, as it was in the Law of The Agricultural Interests.

- Chapter 8 (Public Services):

8.1.4 Several educational objectives

8.2.5 Several health objectives

8.3.5 Objectives for housing, 6. Increase government's capability to confront the needs of special groups and the classes that cannot obtain proper housing.

II. Assessment of Programme Results

i) Narrative reporting on results:

- **Outcomes:**

The Programme made a progress towards achieving the Millennium Development Goals in Iraq. It helped in reducing extreme poverty and hunger through funding 71 projects that distributed food assistance and other non-food items, improved access to water and sanitation, improved health facilities and services, and rehabilitated shelters. Those projects conducted 88 activities in all of Iraq, and improved the access to essential services for more about 600K vulnerable Iraqi, out of which about 175K were IDPs.

The programme helped the primary education in Iraq, by rehabilitating 59 schools in nine governorates in Iraq, benefiting more than 45K students.

The programme also assisted in ensuring the environmental sustainability in Iraq, through rehabilitating more than 800 water treatment plants, connecting more than 10K houses to the main water networks, and provided thousands of water tanks for storing water. The programme constructed water basins in 68 villages, providing irrigation water for hundreds of donums and thousands of livestock.

As stated in the Project's Document, the programme's primary goal was to provide humanitarian assistance for vulnerable Iraqis. The Programme managed to reach a large number of those vulnerable beneficiaries by providing them with humanitarian assistance and improving their access to essential services under seven sectors, education, food and supplementary food, health, water and sanitation, shelter, agriculture and protection. Through the annual work plans, the programme set several main targets to achieve results towards the intended outcome.

The Programme funded 96 projects worth over US\$ 19 million and conducted 116 activities in the 18 governorates of Iraq. Through the funded projects, the programme managed to reach 713,505 direct beneficiaries of which, 65% of those beneficiaries were women and girls.

Almost all UN agencies participated in reviewing and endorsing the funded projects, as part of the funding approval process, through the relevant Priority Working Group (PWG). This increased the technical expertise of the endorsed projects, and reduced duplication of efforts by the numerous international players operating in Iraq.

Additionally, all of the funded projects were endorsed by the relevant local authorities, which avoided duplication of efforts with the activities or plans of the government. This also was an opportunity to secure sustainability of most of the projects (especially under the water and education sectors), where the local authorities were the official receiving entities of completed projects, with a commitment letter for its future maintenance and operational activities. The local authorities played had an active involvement in the planning process which resulted in the rejection or modification of certain projects to better suit the local needs

The programme partnered with 65 NGOs, 54 of which were nationals. This provided a great capacity building opportunity for Iraq’s civil society, as the national NGOs from all over Iraq executed 80 projects under the programme, following UN format and standards. The programme also provided workshops to improve the national NGOs’ understanding to the Fund, and to enhance their technical capacities and future sustainability to serve the Iraqi society. In addition to that, the Programme worked with more than 100 NGOs through the reviewing process of proposals, although these NGOs were not granted funds, the programme contributed to their capacity building. More information can be found in **Annex I**.

Below is a brief analysis for the beneficiaries of the programme:

Direct Beneficiaries	Number of Beneficiaries
Men	111,357
Women	330,192
Children	271,956
Total Beneficiaries	713,505
IDPs	183,314
Others	530,191
Indirect beneficiaries	39,976
Employment generation	1,238

- **Outputs:**

Output 1: Protection needs and gaps in essential services for vulnerable communities affected by crises in Iraq are met.

Status of achievement:

Almost one hundred percent (100%) of the total dedicated programme budget was utilized for this output.

Progress:

Ninety six (96) projects for the total amount of USD \$18,071,895 were funded by the programme as of 31 December 2012.

The sector most frequently funded was WatSan (38%), where the programme conducted 42 activities in 15 governorates. This sector served the highest percentage of beneficiaries under the programme

(35%). Lots of the projects under this sector proved high sustainability as projects were officially received by local authorities for future operation and maintenance.

Although Shelter sector was 23% of total projects' cost, but managed to reach only 11% of the beneficiaries due to the cost of rehabilitating each shelter. The projects under this sector were 24 projects in 11 governorates.

Education was 16% of total grants' amount, and managed to renovate/rehabilitate 59 schools in 9 governorates. Projects under this sector showed the highest future sustainability as all of the schools were received by local departments of education for future operation.

Agriculture sector was 12% with 9 projects in 5 governorates. The biggest share of those projects was in Dohuk governorate (5 projects) which was active in fighting the drought in 2009 and 2010.

Although the Health sector got only 6% of the funds, but it shares the highest percentage of beneficiaries with WatSan (35%). This is due to some of the supported health centers serving large number of population.

Projects under Food & NFI sector was only 3% of granted funds, which were six projects in 2009 only. The strategy of the programme was to stop funding projects under this sector, and support other sectors that can show more sustainability.

The least funded sector was Protection, which only received about 2% of the funds. Despite the continuous efforts in working with NGOs to submit proposals under this sector, but the concept of Protection is still new and difficult to implement by NGOs in Iraq.

Below is a summary analysis of funded projects under each sector, with number of related direct beneficiaries for each of them:

<i>ERF Funded Projects Analysis By Sector</i>				
Sector	Amount USD (\$)	% of Funding	# of Beneficiaries	% of Beneficiaries
Food	533,255.93	2.96%	21,596	3.03%
Shelter	4,185,856.38	23.21%	78,372	10.98%
WatSan	6,836,430.50	37.90%	249,652	34.99%
Health	1,058,594.62	5.87%	248,215	34.79%
Education	2,952,473.38	16.37%	46,429	6.51%
Protection	274,128.88	1.52%	3,008	0.42%
Agricultural	2,195,838.00	12.17%	66,233	9.28%
Total	\$18,036,578	100%	713,505	100%

Output 2: Improved capacity, coverage, coordination and impact of humanitarian action.

Status of achievement:

100% of the planned activities were accomplished based on indicators, taking into consideration the geographic coverage.

Progress:

Primary Working Groups replaced the Sector Outcome Teams (SOTs) who are groups of UN agencies and international partners with technical expertise in specific areas, such as health, shelter, water and sanitation. The UNDAF established a new structure which transformed the SOTs into eight Priority Working Groups (PWGs) covering UNDAF sectors. The PWGs confirm the need and priorities of their relevant sectors based on statistics and information, including known gaps with approval by the Humanitarian Coordinator. All projects (100%) are reviewed by PWGs and a Technical Review Committee before approval of funding.

To improve synergy and promote the roles of the Priority Working Groups (PWGs) and Technical Review Committee (TRC), ERF project progress and spending were updated with the relevant PWG through participation at meetings, e-mails and upon request.

The eighteen (18) Field Information and Coordination Officers (FICOs) at the time of OCHA closure were replaced by UNAMI's field Humanitarian Affairs Officers (HAOs) who have presence in and ability to cover all Governorates nationwide. The HAOs strengthen the monitoring and follow-up on the execution in the field. HAOs are funded by UNAMI to cover the previous role of OCHA's Iraq Field Coordinators (IFCs), which was abolished with OCHA phasing out. Some HAOs positions remain unfilled and coverage was obtained through the support of DHS/UNAMI

Three training workshops were held in Erbil during 2010 for NGOS from all over Iraq to increase their capacities in applying for grants under the programme. More than 70 participants from 70 different NGOs attended the workshop which introduced the full cycle of the programme as a funding mechanism. The workshop discussed criteria and procedures starting with the submission and approval processes for proposals, through funding and execution, ending with closing of projects including required reporting.

The programme conducted in November 2012 a Capacity Building Conference for Iraqi CSOs that was attended by more than 70 Iraqi NGOs. The conference presented the accomplishments of the Programme over the last four years, and provided six focused workshops to increase the technical capacity of Iraqi NGOs on several topics. Please refer to the Conference Report, which is annexed to this report.

83% of funded NGOs under the programme were national Iraqi NGOs. The Programme by 31 December 2012 partnered with 54 Iraqi NGOs and 11 International NGOs. Please refer to list of implementing partners at the end of this report.

The programme covered all of Iraq, conducting 116 activities in 18 Governorates.

Governorate	No. of Activities	%
Anbar	8	7%
Babil	8	7%
Baghdad	22	19%
Basra	6	5%
Diyala	13	11%
Dohuk	9	8%
Erbil	2	2%

Kerbala	1	1%
Kirkuk	7	6%
Missan	1	1%
Muthana	1	1%
Najaf	5	4%
Ninewa	7	6%
Qadissiya	3	3%
Salah Deen	3	3%
Sulimaniya	5	4%
Thi Qar	12	10%
Wassit	3	3%
Totals	116	100%

Output 3: Strengthened links between immediate action for families in crisis and support for early recovery.

Status of achievement:

100% of planned.

Progress:

All ERF projects were prioritized by the PWGs and TRC Committee to support projects with potential early recovery activities and critical shortfalls in the MDGs. Through the reviewing process of the proposals, the PWGs screened proposals with reference to the other activities and efforts that are tackling proposed needs or geographic locations. This enforced the coordination with existing initiatives, and strengthened the support for early recovery. The TRC Committee being with members from the UN and international NGOs, also enriched evaluating the needs and the best interventions.

Output 4: Enhanced emergency preparedness to respond to crisis in Iraq.

Status of achievement:

All possible progress was achieved; however, the programme did not receive adequate viable proposals to deal with emergency preparedness due to the complexity of such projects and the difficulty of coordination with the concerned government entities

Progress:

The Programme funded one grant to supply lifesaving medical items to Public Emergency Departments in Iraq, covering nine (9) Central and Southern Governorates targeting an estimated 21,000 crisis-affected individuals accessing emergency rooms. The project originally targeted 15 governorates, changed scope which covered 9 governorates which was based on continuous rapid assessment. The estimated gender ratios of beneficiaries are: 40% children, 35% women and 25% men.

Sixty two percent (62%) of the distributed items were consumed and thirty-eight percent (38%) of distributed items were pre-positioned at the Ministry of Health Emergency Departments/Hospitals which was reflected in the project's final narrative and financial project reports.

The programme conducted a Capacity Building Conference for Iraqi CSOs that was attended by more than 70 NGOs. The conference included a focused session on emergency preparedness and

responding to crisis in Iraq. The workshop covered the goals and steps of emergency preparedness, and the mechanisms of disaster management, with the consideration of international humanitarian law and the minimum standards of the humanitarian chart (Sphere). At the end of the conference, the participants came out with several recommendations for emergency preparedness, below are the major ones:

- More networking and cooperation within (relief) organizations
- A Coordination Center is needed
- Designing and implementing Psychosocial support programmes
- Women involvement in planning and sustainable development
- Programmes focused on youth and children in disaster management
- Basic community first aid skills
- Community involvement
- Building capacity for national intervention
- Applying SPHERE minimum standards
- Making use of existing and potential Iraqi/Arab/regional resources

The workshop had a positive feedback from the attendees and will follow many of its guidelines in the future when applicable

- **Qualitative assessment:**

The programme managed to reach large number of beneficiaries all across Iraq. In some cases, the programme exceeded target indicators and projects were modified after receiving local input to better serve the affected areas. The success of this programme can be attributed to the following:

Continuous improvement to the process: UNOCHA was the implementing partner for this programme from inception until its phase out in March 2011. This allowed UNDP to gain knowledge about humanitarian assistance, which is usually conducted through the Emergency Response Fund managed and coordinated by UNOCHA. In March 2009, the ERF Charter for Iraq was improved and finalized by UNOCHA, which the programme adopted for more detailed description of the requirements and procedures as a funding mechanism. UNDP reviewed and improved several procedures and forms during the programme, for a better execution of projects based on lessons learned. A new structure was established with additional analysis and formality to determine eligibility of applicants, to avoid wasting efforts and time of reviewing proposals for ineligible organizations. Additional criteria and checklists for some sectors were set to facilitate the reviewing process and enhancing the quality of selected proposals for funding. Standard Operation Procedures (SOPs) to cover the full cycle of the Programme's steps and procedures, specify roles and responsibilities of the implementing partners (UNOCHA and UNDP) before the closure of UNOCHA Iraq were established.

Partnership with civil society and local authorities: the programme executed 96 projects through partnering with 54 Iraqi NGOs and 11 international. This significant partnership enhanced the role of Iraqi civil society and increased their capabilities. All successful proposals required the approval of relevant local authorities (depending on the sector of proposed project) in order to eliminate duplication of efforts with intended government. The local authorities received the executed projects,

with commitment letters for the responsibility of future follow up and maintenance. By doing so, it solidified the partnership with local authorities and eliminated, to the maximum extent, any possible duplication of efforts.

Strong field presence and feedback: the programme utilized UNOCHA field presence through their Field Coordinators in the 18 governorates of Iraq. The presence of those field coordinators strengthened the programme's abilities in monitoring and follow-up on the executed projects in the field. This role was taken over in 2011 by the Development and Humanitarian Support (DHS) Unit of UNAMI, through the Iraq Field Humanitarian Affairs Officers (HAOs).

A clear UN Programme: In addition to the partnership with UNOCHA, the programme's structure entailed a clear coordination mechanism with almost all of the UN agencies working for Iraq. All of the approved proposals had to be reviewed by the relevant UN Priority Working Groups (PWGs) based on the sector of the proposals. This part of the screening and approval process allowed the programme to benefit from the technical expertise of those UN PWGs, and avoid duplicating efforts with other UN agencies.

The programme also managed to tackle several cross-cutting issues:

Gender: Although the programme was not designed to take into consideration gender issues, its implementation supported women under several sectors as one of the common vulnerable groups. It is estimated that more than 330,192 females benefited directly from the projects funded by the end of the programme.

Environment: The Programme funded projects to provide water resources for agricultural lands and live stocks, which assisted in preserving the environment, especially in areas facing drought. The programme funded nine projects under the Agriculture Sector with activities such as providing water resources for crops and livestock, providing water storage provisions for orchards in 39 villages, maintaining 36 ponds, cleaning irrigation canals and other support for drought affected areas, especially in Dohuk Governorate.

Employment: The programme encouraged employment of targeted beneficiaries while implementing the funded projects. This assisted (to a certain extent) in solving some of the unemployment, while increasing the level of commitment and ownership. More than 1238 employment opportunities were reported by NGOs by the end of December 2012.

Capacity Development: The programme conducted three training workshops for NGOs based in Iraq, introducing the full cycle of the programme's funding mechanism. The workshops were attended by more than 80 persons representing 71 Iraqi and international NGOs based in Iraq. The programme concluded with a big conference with the participation of more than 170 persons from more than 70 Iraqi NGOs. The conference presented the accomplishments of the programme over the last four years, and provided six focused workshops to increase the technical capacity of Iraqi NGOs on several topics aiming to enhance their sustainability in the future

While the programme attracted interest in co-funding opportunities, the absence of a clear mechanism by the Iraqi government for co-funding UN programmes creates a challenge for possible partners. Through the interest of local authorities, more than half a million USD was reported by December 2012 as direct contributions to the funded projects (not through UNDP) from different local authorities, however, those contributions were not verified by UNDP.

ii) Indicator Based Performance Assessment:

	<u>Achieved Indicator Targets</u>	Reasons for Variance with Planned Target	Source of Verification
<p>Outcome 1⁴ Improved support to vulnerable Iraqis through timely delivery of humanitarian assistance and protection</p> <p>Indicator: Number of vulnerable Iraqis provided with assistance and improved access to essential services</p> <p>Baseline: N/A</p> <p>Planned Target: 700,000 of direct beneficiaries</p>	<p>Assisted 713,505 vulnerable Iraqis under all sectors.</p>		<p>Project reports</p> <p>Field reports by UN field coordinators</p>
<p>Output 1.1 Protection needs and gaps in essential services for vulnerable communities affected by crises in Iraq are met</p> <p>Indicators:</p> <p>1.1.1 Number of projects funded to respond to key sector gaps in areas of vulnerabilities</p> <p>Baseline: 60 projects during August 2007 – September 2008 were reported by UNOCHA as funded through their Emergency Response Fund. Number and description of beneficiaries was not specified</p> <p>Planned Target: 100% of the projects respond to key sector gaps</p> <p>Indicator 1.1.2 Number and percentage of beneficiaries per ERF funded projects out of the total affected by the crises</p> <p>Baseline: Information was not available through the project document</p> <p>Planned Target: Serve more than 700,000 vulnerable Iraqis with affirmative action towards women set through several annual work plans.</p>	<p>1.1.1 Ninety six (96) projects were funded during the programme's period responding to needs of vulnerable Iraqis in all over Iraq. The projects' cost was \$18,071,895 distributed as follows by sector:</p> <ul style="list-style-type: none"> - WatSan 38%; - Shelter 23%; - Education 16%; - Agriculture 12%; - Health 6%; - Food 3%; and - Protection 2%. <p>100% of funded projects responded to key sector gaps as confirmed by the UN Priority Working Groups (PWGs) and the assigned Technical Reviewing Committee (TRC)</p> <p>1.1.2 The funded projects served and an estimated 713,505 beneficiaries in all sectors. 35% of mentioned beneficiaries are under each of Health and WatSan sectors, 11% under Shelter, 9% under Agriculture, 7% under Education, 3% under Food and less than 1% under Protection.</p> <p>46% of served beneficiaries are women (330,192), mostly widows and head of households</p> <p>The programme provided health services for 248,215 beneficiaries (9,684 men, 219,893 women and 18,638 children).</p> <p>The programme renovated and rehabilitated 59 schools, out of which 21 were for girls, 19 for boys and 19 were mixed.</p>		<ul style="list-style-type: none"> - Issued grants/MOUs - Projects final reports - Field reports by UN field coordinators - Tracking and analysis records for funded projects

⁴ Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Output 1.2 Improved capacity, coverage, coordination and impact of humanitarian action</p> <p>Indicator 1.2.1 Number of local NGOs awarded grants</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: 50 local NGOs to be awarded the end of programme, as planned in AWP</p> <p>Indicator 1.2.2 Number of geographic regions covered by ERF projects</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: 18 governorates of Iraq as planned in AWP</p> <p>Indicator 1.2.3 % of projects reviewed by Sector Outcome Teams (SOTs) or PWGs out of total funded projects</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: 100% of projects to be reviewed by PWGs and TRC, as planned in AWP</p> <p>Indicator 1.2.4 Number of local NGOs with enhanced capacities on planning and executing projects under the programme</p> <p>Baseline: Information not available by ProDoc</p> <p>Planned Target: 75 local NGOs with enhanced capacities as planned in AWP</p>	<p>1.2.1 65 NGOs were awarded, out of which 54 NGOs were nationals. The national NGOs executed 80 projects under the programme.</p> <p>1.2.2 The programme conducted 116 activities in the 18 governorates of Iraq</p> <p>1.2.3 All projects (100%) were reviewed by Priority Working Groups (PWGs) and a Technical Review Committee before the approval of funding.</p> <p>1.2.4 Three workshops were held in Erbil to introduce the full cycle of the ERF programme as a funding mechanism. The three workshops were attended by 71 participants from 71 NGOs. As a closure ceremony, the programme also held a big capacity building conference for Iraqi civil society that was attended by more than 160 participants from 74 local NGOs. The conference included six focused workshops to increase the technical capacity of Iraqi NGOs on several topics aiming to enhance their future sustainability</p>		<ul style="list-style-type: none"> - Projects final reports - Field reports by UN field coordinators - Tracking and analysis records for funded projects - Capacity building conference report
<p>Output 1.3 Strengthened links between immediate action for families in crisis and support for early recovery</p> <p>Indicator 1.3.1 % of ERF projects demonstrating links to ongoing recovery activities out of the total ERF projects Number of local NGOs awarded grants</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: 100% of funded projects</p>	<p>1.3.1 All ERF projects are prioritized by the Priority Working Groups (PWGs) and TRC Committee to support projects with potential early recovery activities and critical shortfalls in the MDGs.</p>		<ul style="list-style-type: none"> - Projects final reports - Field reports by UN field coordinators - Tracking and analysis records for funded projects - M&E report - Capacity building conference report

<p>Output 1.4 Enhanced emergency preparedness to respond to crises in Iraq</p> <p>Indicator 1.4.1: Availability of basic assistance items in warehouses</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: Target at ProDoc was more oriented to UNOCHA specialty. Through AWP, the target was modified to fund projects that enhance emergency preparedness and provide capacity building on it</p> <p>Indicator 1.4.1.4.2: Time needed to deliver assistance items from warehouses to crises locations</p> <p>Baseline: Information was not available by the time of preparing the ProDoc</p> <p>Planned Target: Target at ProDoc was more oriented to UNOCHA specialty. Through AWP, the target was modified to fund projects that enhance emergency preparedness and provide capacity building on it</p>	<p>The Programme funded one grant to supply lifesaving medical items to Public Emergency Departments in Iraq, covering nine Central and Southern Governorates targeting an estimated 21,000 crisis-affected individuals accessing emergency rooms. The estimated gender ratios of beneficiaries are: 40% children, 35% women and 25% men.</p> <p>62% of the distributed items were consumed and 38% of distributed items were pre-positioned at the Ministry of Health Emergency Departments/Hospitals.</p> <p>The programme conducted a Capacity Building Conference for Iraqi CSOs that was attended by 74 NGOs. The conference included a focused session on emergency preparedness and responding to crisis in Iraq. The workshop had a positive feedback from the attendees and will follow lots of its guidelines in the future when applicable.</p>	<p>The Programme did not have a clear target for this output, and did not receive valid emergency preparedness proposals, which can be due to the fact that it requires high level of coordination with local authorities which can be very difficult to do. Additionally, there is no apex body within the GoI and other components within UNDP that are looking into addressing the DRR issue.</p> <p>This output was under the specialty of UNOCHA and that was the best that can be done within the circumstances of Iraq</p>	<ul style="list-style-type: none"> - Projects final reports - Capacity building conference report
--	--	---	---

iii) Evaluation, Best Practices and Lessons Learned

In late 2010, UNDP commissioned a mid-term evaluation for the programme. Areas of evaluation included the programme as a funding mechanism and a representative sample of funded/executed projects during 2009, including the analysis of the projects' impact.

Summary of findings/challenges: ERF Mid-Term Evaluation 2010

- *Outputs achieved based on the field evaluation.*

The achievements of all 14 sample project activities fell within the appropriate sector outcomes and reflect the overall ERF programme outcomes of improved support to vulnerable Iraqis through the delivery of humanitarian assistance. All of the projects met the outcomes stated in their project proposals with two minor exceptions for justified reasons.
- *Relevance.*

The relevance all of the project activities were tailored to the Iraqi context and were highly relevant in terms of addressing the serious humanitarian and social problems facing Iraq civil society and forced displacement. The projects were responsive to ameliorating issues affecting vulnerable groups in all sectors and reflect sector priorities at time of implementation.
- *Efficiency in the utilization of funds.*

All of the projects utilized the funds available in an efficient manner. The ERF process requirements in bidding and procurement assisted in achieving efficiency.
- *Adherence of the projects to basic humanitarian principles.*

The process set up by ERF reinforces independent, neutral and impartial project design, with SOT (now PWG) and TRC members actively involved in ensuring that all relevant stakeholders are included and that the criteria are transparent and relevant to the needs being met.
- *Impact of Project Activities.*

It was indicated that any exact impact that the project activities may have had on the conflict or displacement situation in their respective regions is very difficult to measure. Positive feedback on the impact was received from beneficiaries, especially with water projects.
- *Capacity of Local Organizations to Implement the Projects.*

The evaluation sample indicated that almost all of the projects awarded to local NGOs were well implemented and this reflected a good capacity of the local NGOs to plan and carry out the projects for which they were responsible.
- *Accountability of sampled projects.*

The evaluation indicated that the degree of accountability of the NGO implementers of the sampled projects was high.
- *Sustainability of Results and Contributions to Humanitarian Context.*

All of the project activity results contributed to addressing humanitarian needs in the context of the high level of need and acute vulnerability of large sections of the Iraqi population. Sustainability of results is clearer when applied to water and constructions/rehabilitations projects.
- *Value Added of the Projects in Comparison with Alternatives.*

The evaluation indicated that all of the sampled projects have delivered good results for the grant investments made by ERF, and one of the health projects exceeded the planned targets.

○ *ERF as a funding mechanism.*

It was indicated that the ERF project approval process can be lengthy for reasons related to response time by Iraqi NGOs in answering comments and question, and because of delays in the proposal review and approval process.

Summary of recommendations/lessons learned: ERF Mid-Term Evaluation 2010:

- The proposal award process can be improved by further streamlining the review process. The third review by TRC seems repetitive, as eligibility and financial issues are reviewed by the Fund Management Cell and technical issues by the SOTs (PWGs).
- Another procedure or mechanism should be developed to ensure that funds can be readily disbursed for very urgent or “lifesaving” emergencies.
- ERF should continue encouraging smaller NGOs to participate in the programme, and encourage less experienced NGOs to partner with the more experienced ones.
- ERF through its Field Coordinators (HAOs) should support NGOs in forming networks to better respond to gaps in humanitarian situations in their communities, and to share experiences and build operational capacity.
- ERF should set criteria for balancing grant awards during the remaining project period to ensure that projects directly addressing gender/women’s issues are included and encouraged.
- Training seminars and workshops in proposal writing and reporting should be developed and offered to national NGOs.
- A clear identification of individual project beneficiaries is essential for identifying and analyzing the status of recipients of ERF grant assistance. The reporting format should include a table listing the categories of beneficiaries to be recorded and counted.
- OCHA should continue to implement the measures recommended in the 2008 evaluation regarding an ERF “Briefing Pack” and links in the OCHA Iraq website.
- Continue the workshops for partner Iraqi and international NGOs initiated in 2010.
- The prioritization of specific sectors of assistance (e.g. water/sanitation) should not be done at the expense of funding smaller projects which respond to immediate community needs for food and shelter. The importance of both types of activities should be recognized and respected.
- ERF should plan for longer-term evaluation and prepare case studies of a sample of these successful projects by identifying ongoing positive results (both intended and unintended).

UNDP responded to the feedback of Iraqi counterparts

- The evaluation report was shared in June 2011 with Iraq’s Ministry of Planning as the primary representative from the government, and all of the governors’ offices/provincial councils in Iraq where ERF projects were conducted.
- UNDP received a thorough response from Ministry of Planning in July 2011, highlighting questions about the report, and asking for our consideration to the recommendations mentioned in the report to tackle the weaknesses. UNDP responded with answers to the questions, and showed commitment to consider the recommendations for future improvement when possible considering the limitation of resources.
- The governor’s office of Wassit also responded on the report, indicating that the governorate had limited benefit from the programme after rejecting several proposals. UNDP confirmed that the rejection was purely due to unqualified proposals not meeting the programme’s criteria, and that the

programme will continue working with NGOs to achieve good proposals. At the end of the programme, three projects were funded in Wassit governorate (1 Health and 2 WatSan projects), serving 17,348 beneficiaries, out of which more than 6K were IDPs.

- For more details, please refer to **Annex II**.

- **Challenges and Constraints**

Operational Issues:

- The unstable changing environment with the Iraqi Government affected the cooperation and response by the relevant Iraqi Local Authorities to ERF Projects with potential effect on priorities, security measures, budgets and commitment levels of relevant Local Authorities.
- There are an insufficient number of slots in Iraq for UN staff and limited opportunities for movement into the Red Zone. This made it more challenging to follow-up and to monitor the executed projects in the field.
- To mitigate the impact of risk and increased coverage inside Iraq, a field coordination structure/mechanism was established in each Governorate. OCHA Iraq closed services in March 2011, and the field coordination system was adapted by UNAMI's Development and Humanitarian Support Unit which continues to support the programme in the monitoring at the field level and all aspects of the project now with UNDP.
- NGOs were requested to send a signed vendor form that includes all the necessary required banking information. Sometimes the received information was not accurate; as a result, the internal vendor approval process becomes delayed affecting the authorization of payments and transfer of funds. In addition to that, the banking system in Iraq is weak and can delay receiving payments which in turn affected the execution timeline of funded projects. UNDP proactively implemented a mechanism to accept vendor profiles after the initial screening to reduce the delay time for approval. This mechanism allowed adequate time for UNDP to resolve issues with vendor profiles during the approving process, thus enabling UNDP to be ready for payment once the agreements with the respective NGOs were signed.

Programmatic Issues

The main programmatic challenge was to avoid delay in the approval process due to the large amount of received proposals, due to the following constraints:

- Lack of consistent and qualitative feedback on proposals from some of the PWG Teams, which delays the overall approval process.
- Slow response from some NGOs to the relevant Priority Work Group and Technical Review Committee questions and concerns, due to weak capacities.
- The unstable changing environment with the Iraqi Government could affect the cooperation and response by the relevant Iraqi Local Authorities to ERF Projects with potential effect on priorities, security measures, budgets and commitment levels of relevant Local Authorities.

UNDP developed a tracking system that facilitated the follow up with the Priority Work Groups (PWG) and Technical Review Committee (TRC) approvals, specifying deadlines and standards for feedback. The ERF Team regularly updated information about projects and criteria to the PWG (formerly Sector Outcome Teams) and TRC system which improved and reduced response time. The Programme considerably improved both the screening and reviewing processes for received proposals, with documentation of all comments and feedback from all concerned parties. This provided a solid base for the relevant PWGs and ERF TRC reviews and resulted in improved quality of approved projects as well as the speed of the process.

One programme issue which required focused attention was time spent in determining the eligibility of NGOs submitting proposals, and efforts of the reviewing bodies who have reviewed proposals for applicants who later became ineligible. This delayed the approval of proposals and/or the process or frustratingly wasted the time of those who conducted the review. A structure was developed for determining eligibility of applicants based on criteria stated in the ERF Charter. This process was formalized and is the first step of review to ensure that no proposals would be sent for consideration within the Priority Work Groups (PWG) and Technical Review Committee (TRC) without pre-review and approval of eligibility.

- **Key Lessons Learned for Future Programming:**

Granting Funds/mechanism with civil society is an efficient mechanism:

The granting mechanism of partnering with civil society can be an efficient way to achieve good results in a timely manner, but the Fund needs to be of significant size to make a significant impact in countries large as Iraq. Likewise, outcomes and outputs should be more programmatically and geographically focused. Such programmes in the future can be a good option for achieving developmental goals if the Fund is well targeted towards more specific goals.

Such programmes are great tools for strengthening civil society:

Considering the expected role of civil society organizations, such programmes play an important role in building the capacity of civil society organizations to fulfill their expected roles. Partnering with local CSOs can increase UN access to the society, and increase our credibility by strengthening the ownership of our projects by the society.

Field presence is very important:

With such programmes, the evaluation and approval of projects cannot be efficient without strong presence in the field. Through the ERF Programme, the UN field coordinators played an important role in evaluating/identifying the needs, follow up on the execution, and providing evaluation inputs and feedback from beneficiaries. This element must be considered for future similar programmes, utilizing the advantage of the strong presence of UN agencies.

Clear rules and criteria lead to smoother and better achievements:

The charter or guidelines for such granting funds must be clear with solid criteria for selecting proposals. This should include a simplified full package of forms for applying and reporting. Future programmes should include capacity building programmes on those rules and criteria, which can be utilized with other donors or partners.

Clear structure of approving bodies is essential for timely progress:

Under the ERF Programme, the project manager tried to cancel the Technical Review Committee as its structure and capacities are a duplicate of the Priority Working Groups. These efforts failed as it was very hard to change existing structure. The possibility of duplicated efforts must be carefully examined from the beginning. There should be one committee with clear terms of reference responsible for reviewing and endorsing proposals, with a clear structure for the approval process and time in order to avoid delays and duplication of efforts.

The UN Priority Working Groups are a great source for diversified technical knowledge:

Generally speaking, granting funds need several areas of expertise depending on the nature/sector of proposed projects. The UN PWGs proved to be a great source for such diversified knowledge and expertise.

Cooperation and coordination with local authorities is essential:

Working with local authorities proved to be very important for the sustainability of funded projects and to eliminate duplicate efforts. This coordination can be a great source of information and technical assistance to the funded projects.

Procurement and auditing should be well structured:

One of the aspects that could have been strengthened under the ERF Programme, was the review and validation of NGOs' procurement activities. Under the programme, the Fund Management Cell cleared the NGOs' procurement under the programme, but it lacked sufficient resources or capacity to validate the procurement process in a more efficient manner. This was also the case with auditing the executed projects. Under the ERF Programme, NGOs were required to have an independent audit of the projects, yet the auditors were selected by them. We should consider identifying a pool of independent auditors for this purpose.

List of Implementing Partners
Iraqi and International NGOs
As of 31 December 2012

No	Partner NGO
Iraqi National NGOs	
1	Afkar Society for Development
2	The Iraqi Democratic Women Group
3	Dhi Qar Forum for Civil Society Development
4	Humanity Al Zahra Association for Human Rights
5	Al GHAD League for Woman and Child
6	The United Foundation for Relief and Abiding Development (FUAD)
7	Darya Center for Developing Women and Community
8	Iraqi Civil Society Institute
9	New Iraqi Woman Organization
10	Iraq Relief Organization (IRO)
11	PANA Center for Combating Violence Against Women
12	Love and Peace Society
13	Iraqi Salvation Humanitarian Organization (ISHO)
14	Harikar NGO
15	Disabled Children's Care Organization
16	Haraa Humanitarian Organization
17	Iraqi Youth League
18	Brotherhood Association Humanity of Human Rights and Defending the Rights of Deportees and Effectuated
19	Mamoura Humanitarian Establishment
20	The Development Foundation for Culture, Media and Economy (DFCME)
21	Charitable Association for Taking Care of Widows and Orphans / Al Anbar / Al Ramady
22	Smile Organization for Relief and Development
23	Iraqi Health and Social Care Organization (IHSCO)
24	Kurdistan Reconstruction and Development Society Organization (KURDS)
25	Iraqi Al-Firdaws Association
26	Youth Activity Organization
27	Al Erada Organization of Aids and Development
28	Kurdish Human Rights Watch, Inc. (KHRW)
29	Kurdistan Reconstruction and Development Organization (KURDO)
30	Voice of Older People

31	Agrozeo NGO
32	Kanz Organization
33	Happy Family Organization for Relief and Development - HFORD
34	Iraq Reproductive Health & Family Planning Association (IRHFPA)
35	Kurdistan Relief Association (KRA)
36	South Youth Organization
37	Kurdistan Villages Reconstruction Organization (KVRA)
38	Al Janaen Organization for Society Rehabilitation
39	Youth Save Organization
40	Sorouh for Sustainable Development Foundation
41	Al-Ethar Humanitarian Foundation
42	Akad Cultural Institute
43	Al-Tadamon Ligament for Sporting & Youth
44	Voice of Independent Women
45	The Iraqi Development and Peaceful Coexistence
46	Al Salam Humanitarian Organization
47	Iraq Youth League (IYL)
48	Iraq Tent Association for Relief (ITAR)
49	Al-Rafidain Feministic Organization
50	Aalie Al-Furat Foundation for relief & Development & Human Rights
51	Tanmea Wa Al-Nuhud Iraqi Organization
52	Right Owners Organization
53	Ibn Al-Iraq Cultural Humanitarian Institution
54	Al- Rawabit Al Shababia Organization
International NGOs	
1	Peace Winds Japan
2	Premiere Urgence (PU)
3	Islamic Relief Worldwide
4	Millennium Relief & Development
5	Norwegian Church Aid
6	War Child UK
7	Japanese Emergency NGO – JEN
8	Relief International (RI)
9	Human Relief Foundation – UK
10	Un Ponte Per (UPP)
11	ACTED (Agency for Technical Cooperation and Development)