

Giras

قطر الخيرية
QATAR CHARITY

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Periodical Magazine Published by Qatar Charity
Issue No. 16 – November 2017

Qatar Charity and the UN. .. Extended Partnerships

- Qatari Volunteer Delegation on Humanitarian Mission on the Bangladesh-Myanmar Borders





Editorial

In accordance with its vision and mission, Qatar Charity has realized since its inception the importance of cooperation and building strategic partnerships with United Nations and international organizations to address the challenges of development and humanitarian work worldwide. This has become increasingly important as the world has witnessed an increase in the numbers of displaced people and refugees in recent years due to the outbreak of armed conflicts in many regions. This underlines the need for coordination with the humanitarian actors in various fields of relief work. This way, Qatar Charity has become an integral part of the international humanitarian system, seeking to serve and provide a decent life for every human being, and protect them from the grave effects of ignorance, poverty and violence.

We have therefore decided to dedicate the editorial of this issue of Ghiras Magazine to highlighting Qatar Charity's impressive record of achievements in the field of cooperation with international and UN organizations. In this regard, 93 cooperation and partnership protocols have been signed with 28 countries by the end of July this year, including 11 strategic cooperation agreements worth USD 126 million.

The topics and facts discussed in this feature highlight how these partnerships contributed to the success of Qatar Charity in implementing large-scale integrated development programs such as the "Food Security" project and contributing to combating poverty and mitigating the effects of famine and drought in Niger over a period of seven years (2010 – 2017). These partnerships also reflect in Qatar Charity's ranking first for several years among international humanitarian NGOs providing relief aid to the Syrian people, according to the Financial Tracking Service (FTS) report of the UN Office for the Coordination of Humanitarian Affairs (OCHA). Qatar Charity's success has gained it the trust of international organizations, according to their periodic assessment of the performance of their field partners. For instance, the UNICEF described Qatar Charity's Pakistan office as "highly professional and in conformity with all donor standards and policies."

Our partnerships with the UN continue to grow at a greater pace, in line with our vision for the future. A vivid proof of this is the strategic cooperation agreement recently signed (October, 2017) between Qatar Charity and the UNHCR, including a co-financing of up to USD 12 million over the next four years. We look forward to concluding more such important agreements in the future.

We hope that all the efforts of closely concerned international entities will combine towards building a safe world that is free of poverty, diseases and crises, where human beings can live with due dignity.

Chief Executive Officer

Yousef bin Ahmed Al-Kuwari



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QC Obtains ISO/IEC 27001: 2013

Qatar Charity has been awarded the ISO/IEC 27001: 2013 by the Bureau Veritas Certification Holding SAS, which is specialized in audit and international certification services.

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Al-Masara.. QC's Project Management Approach

Qatar Charity has been keen on developing its project management approach through incorporating the efforts of specialized experts, and building on the experience of other NGOs and donor entities..

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QC Participates in Qatar's Darfur Development Initiative – Phase 1

The cooperation initiatives between Qatar Development Fund and Qatar Charity in relation to relief efforts in Darfur, Sudan have complemented the great efforts made by the State of Qatar to promote stability and achieve peace and reconciliation in Darfur. Qatar Charity has implemented the three main components of the USD 6 million-worth initiative in the states of South and Central Darfur, namely: social harmony, economic empowerment and public facilities projects.

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أحمد عبد المنعم من مكفول .. الى كافل للأيتام

#رفقاء_ويستمر_العطاء

أكثر الناس إحساسا بالأيتام هم من ذاقوا مرارة اليتيم وحرموا دفء الأبوة..
وها هو أحمد من السودان يتحول من يتيم مكفول لدى قطر الخيرية إلى كافل للأيتام بعد دراسته للهندسة
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To Comply with International information Security Standards, Qatar Charity Receives ISO Certification: (ISO / IEC 2013 :27001)

Qatar Charity has obtained ISO / IEC 2013 :27001 certification from the Bureau Veritas Certification Holding SAS, which is specialized in audit and international certification services.

This is an example of Qatar Charity's commitment to continuously improving its information security by applying quality standards to cope with technical developments. Therefore, the Charity has received the ISO / IEC 2013 :27001 International Certification for Good Practice in Information Security Management System (ISMS).

Through its UK branch, the International Organization for Standardization (ISO) announced that the Executive Directorate of Financial Resources' information department at Qatar Charity had been verified

Al-Kuwari:
The electronic security of Qatar Charity's data is one of the organization's top priorities.

and found to be compliant with international information security standards. This also applies to the Charity's IT infrastructure and support sections managed by the Human Resources Department, as well as to the finance, procurement, legal services and public relations departments.

The Certification Ceremony
Qatar Charity celebrated this achievement in a ceremony attended by Mr. Yousef Bin Ahmed Al-Kuwari,

the organization's Chief Executive Officer and a number of Directors, as well as officials from the Bureau Veritas Certification Holding SAS.

During the ceremony, Mr. Al-Kuwari received the ISO certificate from Mr. Makram Abu Fakhr-Eddin, Director of the Business Development Department at the Bureau Veritas Certification Holding SAS. In his turn, Mr. Yousef Al-Kuwari granted the Charity's memorial shield to the representative of the Bureau.

Mr. Al-Kuwari also congratulated his organization for receiving such an internationally accredited quality certificate which attests to the great efforts its staff exert to achieve this advanced level of humanitarian and charitable work.

Enhanced Confidence

Al-Kuwari said: «Given the size of the Charity's development, the volume of information and financial operations between its headquarters and its agents, field offices and partners, as well as the diversity of its donation methods, have also increased.

He pointed out that this posed a challenge to the organization which necessitated its achievement of these international security standards. But this certification will increase the donors' and partners' confidence and trust in the organization», he added.

Qatar Charity's CEO also emphasized that information and electronic security is one of the organization's top priorities which ensures the safety of the organization's entire data. Being a well-known, accredited and trustworthy charitable institution to its donors and partners, Qatar Charity, he continued, is proud to have integrated the Information Security Management System (ISMS) in all its donation and implementation processes.

Mr. Al-Kuwari also stated that receiving ISO / IEC 2013 :27001 is not only a recognition of the information security management in Qatar Charity's IT department, but it is also a significant contribution to global initiatives in the fields of information security and intrusion protection, which are supported by the Qatar Charity Organization.

Al-Yazidi:
Qatar Charity operates according to the latest internationally accredited standards, and focuses on customer satisfaction and improving the relationship with the community.

On his part, Mr. Makram Abu Fakhr-Eddine, Business Development Manager at the Bureau Veritas Certification Holding SAS, said: «On behalf of the Chairman of the Board of Directors of the Bureau Veritas Certification Holding SAS, I am pleased to congratulate Qatar Charity for receiving this international certification, and we wish this organization more successes in the near future.»

Integrated Management

Mr. Mohammed Al Yazidi, Executive Director of Financial Resources at Qatar Charity, said: «Obtaining ISO certification took us several stages: It started with the launching of the Integrated Management System project which was applied to all administrative, technical and operational departments in compliance with international quality standards for information security and protection of Qatar Charity's electronic systems and websites from threats and intrusion.»

He added that through integrated

management, Qatar Charity will be able to document all the processes, procedures, systems and mechanisms of work inside it. It will also enhance the supervisory and practical processes in the organization and help achieve the requirements of governance and risk management by introducing a new work methodology that is in line with the latest internationally accepted standards and which focus on internal and external customer satisfaction and on improving the relationship with the community

Al Yazidi also stressed that the international recognition of Qatar Charity's administrative and technical systems; cost control; rationalization of using human and financial resources; the reduction of information loss through the protection of electronic systems and websites from threats and intrusion; as well as the protection of the organization's moral, material, financial or information property increase Qatar Charity's competitiveness with other international organizations operating in the same field.

Previously Obtained Quality Certificates

Noteworthy is that Qatar Charity has previously obtained the ISO certificate in Quality Management Systems in accordance with the international standard ISO :9001 2000 from Det Norske Veritas in 2004.



Qatar Charity and the United Nations: A Record Rich with Collaboration across the Globe.

#الدال_على_الخير

قال رسول الله صلى الله عليه وسلم

”مَنْ دَلَّ عَلَى خَيْرٍ فَلَهُ مِثْلُ أَجْرِ فَاعِلِهِ“

صدق رسول الله



وسيلة جديدة ومبتكرة لمستخدمي وسائل التواصل الاجتماعي تمكنهم من إنشاء المشاريع الخيرية بأسمائهم أو بنواب من يعز عليهم دون أن يتكلفوا ريالاً واحداً.

للمزيد من المعلومات يرجى زيارة موقعنا الإلكتروني www.qcharity.org



In 28 countries...

93 agreement's on cooperation and partnership worth 126 million dollars

Qatar Charity has signed 93 cooperation and partnership agreements with United Nations bodies and agencies, humanitarian organizations and international and regional donors in 28 countries, including 11 strategic cooperation agreements, at a total value of more than US \$ 126.3 million.

Cooperation agreements cover many areas: health, water, sanitation, education, economic empowerment, food security, as well as nutrition and agriculture.

These figures reveal Qatar Charity's keenness on networking and

23 cooperation and partnership agreements with 12 international donor bodies and organizations

collaboration and show the scale of the programs and projects it accomplishes across the globe through partnerships with UN agencies and other international

organizations.

Strategic Cooperation

Qatar Charity signed 70 agreements with 7 United Nations agencies and bodies at a total value of \$ 28.2 million. They were put to effect in 12 countries, including 6 strategic cooperation agreements with the United Nations High Commissioner for Refugees (UNHCR), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the World Food Program (WFP), the United Nations Children's Fund (UNICEF) and the International

A total of 11 strategic cooperation agreements

Organization for Migration (IOM). In addition, the Charity also concluded 23 cooperation and partnership agreements with 12 international organizations and donors at the value of 98 million dollars. These agreements were put to action in 16 countries, including 5 strategic cooperation agreements with the Bill Gates Foundation, Doctors Without Borders (MSF), the Norwegian Council of Refugees, and the Islamic Educational, Scientific and Cultural Organization (ISESCO).

Seven UN Agencies

Qatar Charity has also signed memorandums and cooperation agreements with the following UN agencies and organizations: UNHCR, WFP, IOM, FAO, UNICEF, OCHA (the United Nations Office for the Coordination of Humanitarian Affairs), the United Nations Development Program (UNDP) as well as the United Nations Relief and Works Agency for Palestinian refugees (UNRWA).

The UNHCR

Cooperation between the UNHCR and Qatar Charity resulted in projects amounting to a value of 5.49\$ million from 2000 to 2017, funding projects in the following areas: water and sanitation agreements in Kosovo; relief, water and sanitation in Pakistan; relief of Yemen; relief in Myanmar; repatriation of displaced Somalis; relief in Malaysia and relief in Iraq.

World Food Program

The total value of Qatar Charity's agreements with the World Food Program (WFP) amounted to US \$ 4.83 million from 2007 to 2015, covering areas of: global logistics cooperation, supplying food to Sudan, Gaza Strip, Palestine, and Pakistan (two agreements) as well as mobilizing resources globally.

Cooperation with the International Organization for Migration (IOM) has focused on Lebanon's 2007 relief which amounted to \$ 0.3 million,

70 cooperation and partnership agreements with 7 United Nations organizations with a total value of more than \$ 28 million.

and reaching a global cooperation agreement in 2016.

FAO and OCHA

Cooperation with the Food and Agriculture Organization of the United Nations (FAO) amounted to \$ 7.8 million between 2009 and 2017, and it funded agricultural projects in Somalia and Pakistan, and food security programs in Niger.

Cooperation between Qatar Charity and the United Nations Children's Fund (UNICEF) has amounted to more than \$ 5.2 million between 2009 and 2016 in programs related to social welfare in Somalia, and water and sanitation in Pakistan (more than one agreement).

Furthermore, Qatar Charity and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) signed an international cooperation agreement to facilitate the exchange of experts in 2009. The Charity also collaborated with the UNDP in the field of economic empowerment in Palestine and Indonesia from 2009 to 2012, and in the field of promoting people's livelihood in Sudan this year (2017), with a total value of \$ 2.53 million. The Charity's cooperation with the United Nations also included the UN Relief and Works Agency for Palestinian Refugees in the Near East (UNRWA), with two health agreements in 2013 in Gaza Strip amounting to \$ 2 million.

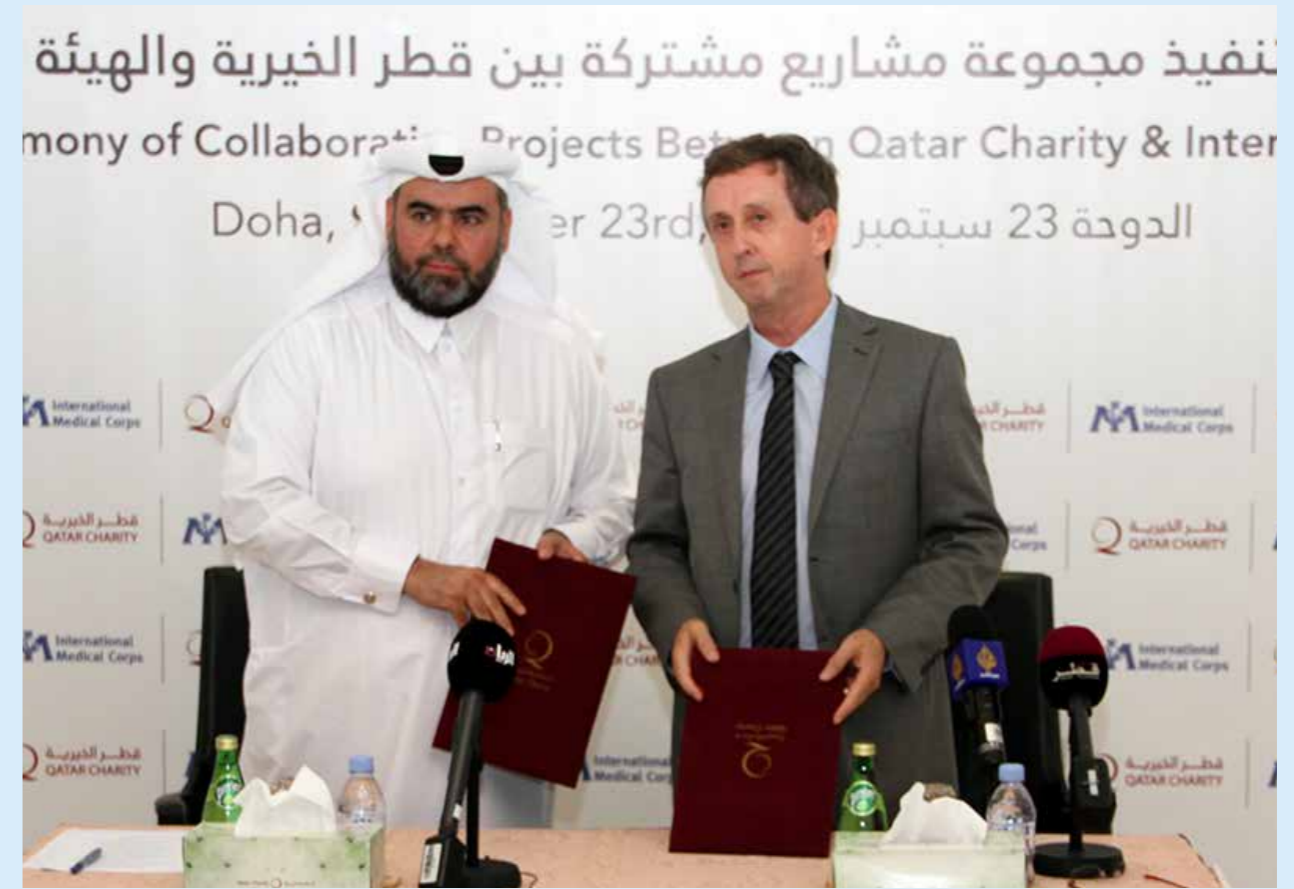
International Organizations

When it comes to international organizations, Qatar Charity has

cooperated with the International Medical Corps with a total value of 2.7 million dollars in the field of health in Syria, Central African Republic, Sierra Leone and Somalia in 2014 and 2015; and with the British Orbis in the field of prevention of blindness in Bangladesh, in 2015 in a \$ 0.6 million program. The Charity has also coordinated efforts with the Office of the U.S. Foreign Disaster Assistance (USAID) in programs amounting to more than half a million dollars to fund Pakistan's water, sanitation and economic empowerment projects in 2010; with the Bill & Melinda Gates Foundation in the health field in 2013; and with the Médecins Sans Frontières (MSF) or Doctors Without Borders by the signing of a public health memorandum in 2016. It has also cooperated with the Norwegian Refugee Council to promote refugees' livelihoods in 2009 in projects worth 4\$ million; with Care International to promote livelihood resources in Sudan; and with the Kanoute Foundation through a memorandum of understanding in the field of health in 2016. It has also concluded a social welfare agreement with the British Mosaic UK.

Donors

Qatar Charity has also cooperated with international donors, e.g. the Islamic Development Bank for a package of 82.8 million dollars to fund education projects and provide educational curricula for displaced and refugee children in Syria. They have also joined efforts in Palestine (especially in Gaza reconstruction projects, and in the fields of health, education, infrastructure and social housing for poor families). Qatar Charity has also cooperated with the Islamic Educational, Scientific and Cultural Organization (ISESCO) and carried out projects worth \$ 7.3 million in several African countries, such as Niger and Chad, in areas of education and economic empowerment in 2014 and 2015.



The Regional and International Enhances its Global Humanitarian

Memberships of Qatar Charity Presence

Qatar Charity enjoys the advisory capacity and membership of a number of United Nations bodies and organizations, regional associations as well as global networks concerned with humanitarian work. This, in turn, enhances the Charity's presence and coordination of activities with relevant stakeholders at the international level.

Some of its most important positions are the following: -1 Its consultative status in the United Nations Economic and Social Council (ECOSOC), -2 Observer membership in the International Organization for Migration (IOM), -3 Advisory

status in the Organization of Islamic Cooperation (OIC), and -4 Membership of the international Start Network.

In the United Nations

The Qatar Charity Organization acquired its consultative status in the United Nations Economic and Social Council (ECOSOC) in 1997. This cooperation highlights its contributions to the United Nations efforts to enhance the development, humanitarian action and promotion of global peace. Qatar Charity provides the Council with quadrennial reports. This status also enables the Charity to participate in

the events organized by ECOSOC; to organize other activities and events embedded in the Council's events held at the United Nations headquarters in New York, Geneva and Vienna; and to coordinate/cooperate with specialized United Nations organizations.

In the International Organization for Migration (IOM)

In the same connection, Qatar Charity has obtained an observer status in the International Organization for Migration (IOM). They cooperate in helping migrants in conflict areas

face their many problems, and in facilitating their safe return to their countries as what was already achieved in Lebanon and Sudan.

In the Organization of Islamic Cooperation

Regionally, Qatar Charity has achieved a consultative status with the OIC's Humanitarian Affairs Department in 2014. Upon this capacity, the Charity can coordinate efforts for humanitarian response in OIC member states; exchange information and experience related to the humanitarian situation in them; build the capacity of the humanitarian

actors in OIC countries to ensure a better humanitarian response; and to organize joint events, e.g. conferences and consultative meetings. This cooperation takes place in various countries suffering from humanitarian crises or natural disasters that need foreign aid, especially in the OIC countries.

Start Network

The Qatar Charity Organization became a member of Start Network in 2016. The Network members collaborate as follows: -1 Coordinate and intensify efforts at the time of crises and disasters for a better humanitarian response; -2 mobilize

governmental and official resources to provide the necessary support for the victims of crises and disasters across the world; -3 enhance the capacity of network members and maximize their humanitarian roles, and -4 select the operational and executive partners from among the network members based on their merits and strengths to ensure the efficiency and effectiveness of their cooperation which takes place in various countries suffering from humanitarian crises or natural disasters which require external assistance.

Qatar Charity wins international and Arab awards and medals



Throughout the past ten years, Qatar Charity has received a big number of awards, honors, and medals at the international, regional, Gulf and Arab levels in recognition of its professional humanitarian and development work, its excellent program

and project management and implementation as well as for its services and initiatives.

The number-one relief organization

In a report issued by the Financial Tracking Service (FTS) which is

managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Qatar Charity Organization was ranked number one among all the international humanitarian NGOs that worked in the relief of the Syrian, Palestinian and Somali

peoples in 2014, 2013 and 2015. Moreover, the Charity's office in Niger has been described as one of the United Nations' Food and Agriculture Organization (FAO)'s best partners so much that they signed three cooperation agreements in 2016 alone, raising the number of agreements between them to 26 over the past few years.

The AGFUND Prize

Speaking of prizes, Qatar Charity Organization won 8 Gulf and Arab awards in 2016. It received the Arab Gulf International Prize for Pioneering Human Development Projects (AGFUND)'s first prize in Riyadh for its Sudan project, «Promoting Voluntary Return and Building Peace in Darfur». In addition to that, Qatar Charity received five prizes from the Technical Innovation in Charity Work Conference in Bahrain, four of which were first place prizes (i.e. the Best Website Award, the Best Influential Technology Initiative Award, the Best Social Media Campaign Award, and the Best Smart Media Application Award). It ranked second at the Best Electronic Initiative Award. In the same year, the «Safari Al-Khair» TV Program produced by Qatar Charity

and broadcast on Qatar TV, won two gold prizes from Al-Haytham Arab Media Award which is an offshoot of the United Arab Media Council (UAMC) in Jordan.

Orphan Sponsorship Awards

Qatar Charity has also received the following prizes: -1 The Sanabel Prize for Community Responsibility in Orphan Care Institutions of the Gulf Cooperation Council (GCC), in Bahrain for the category of Community Initiatives in the Field of Orphan Care at the GCC level (-2 .(2015 The Best Smart Applications Award for the category of Community Bodies in Qatar from the Academy of Excellence in the Arab Region, the administrative and regulatory arm of the Smart Government Shield Competition in Kuwait (-3 .(2015 The Excellence Prize for Orphan Sponsorship in the GCC Countries (KAFEL) awarded by the Regional Network for Social Responsibility in Bahrain (2014) for its «Rufaqa» Initiative for Caring for Children and Orphans Across the World. -4 The Sicily International Prize in recognition of its efforts to support Muslim communities coexistence in Italy (-5 .(2013 The Pioneering Projects in Social Work Award from the Council of

Ministers of Social Affairs in the Gulf Cooperation Council, Saudi Arabia (2012).

Medals

Qatar Charity Organization also ranked third in Sheikh Fahd Al-Ahmad's Award for Charitable Work (Kuwait, 2011). In 2009, it won the Best Bank Card Product Award (with the Islamic Bank of Qatar) which is the bank card designed for families receiving monthly assistance instead of coupons and cash aids. In the same year, it received a certificate of appreciation from the Dubai International Humanitarian Aid and Development Conference and Exhibition (DIHAD) for its contribution to the further enhancement and initiating of technical assistance to international humanitarian and development aid programs.

Qatar Charity also received a number of medals, including the Golden ISESCO Medal in recognition of its efforts to promote Islamic solidarity and for supporting ISESCO's cultural message. Finally, the organization was awarded a Grand Order of Knight from the Republic of Burkina Faso on its Independence Day for its efforts in humanitarian and development work.

«Food Security» is an Example of Successful Partnership between Qatar Charity and FAO



Food security is one of the main areas of cooperation between Qatar Charity and the United Nations

Food and Agriculture Organization (FAO). One of the most successful examples in this connection is what

has been achieved between 2010 and 2017 in Niger where more than 1,150,000 people benefited from

the 3.2\$ million aids.

Concluding 25 Agreements

This cooperation started in 2010 when the FAO requested a partnership with the Qatar Charity Office in Niger after learning about the food security and poverty alleviation program undertaken by the Office with its own resources since 2008; the difference it made in the rural communities; and its contributions to put an end to the repeated food crises caused by the drought waves that struck Niger more than a decade ago, especially that 80 percent of the Nigerien population depend on agriculture and livestock for their livelihood.

Consequently, the two parties signed 25 agreements between 2010 and 2017. For example, with funds from the FAO, Qatar Charity distributed seeds and fertilizers to farmers in villages in the Dosso and Tillabéri provinces, and distributed cash to drought-affected farmers to buy production inputs. It also trained, empowered and raised farmers' awareness; provided them with their own livestock (sheep

The partnership funded projects with \$ 3.2 million, benefiting more than 1,150,000 farmers in Niger over 7 years

and goats); and established model school farms.

The Best Partners

The FAO considered Qatar Charity one of its best partners in Niger. Its request for a partnership with it is explained by many reasons: the charity has solid experience in the field of food security and poverty alleviation which started in Niger since 2008. It is also popular

among humanitarian organizations. Moreover, Qatar Charity is marked by its ability to manage programs and formulate technical and financial reports efficiently and professionally. The partnership has continued for seven years with such success that the FAO has offered to broaden the geographical scope of its partnership with Qatar Charity in order to cover other countries.

Through its partnership with FAO, Qatar Charity managed to: distribute more than 1,600 tons of seeds and 375 tons of fertilizers to farmers; pay \$ 282,700 in cash to assist drought-affected small farmers; provide farmers with 1150 sheep and goats to support them for an independent livelihood; and to organize 27 training workshops for 810 small farmers. Thus, the total number of people who benefited from this partnership rose to more than 1,150,000 people.

The Niger partnership brought the total value of cooperation between Qatar Charity and FAO to \$ 7.8 million, having started with developing agriculture in Somalia (in 2009) and Pakistan (in 2010).



Qatar Charity Office in Pakistan...

A role model for establishing successful partnerships

Starting in 2006 and up to May, 2017, Qatar Charity completed 16 major relief and development projects in Pakistan, which were funded or otherwise supported by United Nations organizations, or by the Office of the U.S. Foreign Disaster Assistance (OFDA) in Pakistan, giving aid worth about 10\$ million to the benefit of more than 1,917 people. Qatar Charity has many assets that helped it to conclude partnership agreements with these international organizations and to win their support in carrying out these mega projects. The most important of these assets are: its longstanding institutional experience; its relatively old humanitarian intervention in Pakistan which started in 1992; the strategic locations of its field offices that were carefully selected based on the poverty index and the long-term

humanitarian and developmental needs of this region and others.

Testimonials

The Pakistani Ministry of Interior states on its website: «Qatar Charity is the only international non-governmental organization in Pakistan that comes from a Gulf state, and is officially registered with the Ministry of the Interior of Pakistan. Moreover, the Charity is the only international Gulf NGO that has received regular funding from United Nations agencies in Pakistan.»

Qatar Charity has always been at the forefront of responding to every request from the Pakistani government for humanitarian support and disaster assistance, like what happened during the 2010 historic floods and the torrential rains in Sindh in 2012-2011, and other

incidents.

Furthermore, the Charity is trusted by international organizations. According to UNICEF's periodic evaluations of its partners' performance, and external audits by specialized companies on their project accounts, Qatar Charity is rated as «highly professional and compliant with all donor standards and policies.»

Key Partners

The World Food Program (WFP) is Qatar Charity's most important partner in its Pakistan-based projects, for it has funded projects worth more than \$ 4.5 million. The same applies to UNICEF which has financed 7 mega projects worth \$ 4 million starting from 2010 till now without any interruption. They have been responding to emergencies,

The partnerships have attracted huge humanitarian projects worth 10\$ million and benefited 917,000 people over 11 years

and supported the early revival of long-term development projects (in sanitation). Then comes the FAO (the UN Food and Agriculture Organization) which has given financial aid worth \$ 193,000, followed by the United Nations High Commissioner for Refugees (UNHCR) with funds amounting to approximately \$ 135,000. This is apart from the Office of U.S. Foreign

Disaster Assistance (OFDA-Concern) in Pakistan which gives aid up to about \$ 1 million.

When it comes to the distribution of projects to different sectors, we find that the water and sanitation sector is the most financed, taking about %50 of the total funds, followed by the food and livelihood support sectors which attract %19 of the funds each. Then come shelter and non-food items which take %12 of the funds.

Field Offices

Qatar Charity's field offices in Pakistan and Kashmir have enabled the organization to respond to disasters very quickly, like what happened during the 2010 floods when the Charity set up humanitarian response projects in collaboration with key United Nations organizations such as the UNICEF, the WFP, and the FAO.

Practical Examples

Through its office in Tando Muhammad Khan, Qatar Charity has helped in a professional way to carry out the Public Food Distribution, Shelter and non-Food Items Projects funded by the OFDA-Concern.

In 2010, the Charity's Swat Office also accomplished two OFDA-funded projects, one supported the recovery and promotion of returnees' livelihoods, while the other responded to the water, sanitation and public cleaning needs of the flood-stricken communities in Swat. Qatar Charity has also implemented the UNICEF-funded WASH (water, sanitation and hygiene) project in Bannu, designed to support people who were temporarily displaced or otherwise affected by the incidents in North Waziristan at that time.



Qatar Charity and UNHCR Sign Strategic Cooperation Agreement

Qatar Charity (QC) and the UN Refugee Agency (UNHCR) signed a strategic cooperation agreement in the first week of running October aimed at supporting UNHCR protection and assistance activities for refugees and displaced persons globally.

The agreement was signed at the Palais des Nations in Geneva in a ceremony attended by HE Chairman

of Qatar Charity Sheikh Hamad bin Nasser bin Jassim Al-Thani and UN High Commissioner for Refugees Filippo Grandi.

Spanning over a period of five years, the agreement aims to enhance cooperation, partnership and joint efforts between the two sides, and to find out means to provide financial resources for relief projects for refugees and displaced persons

around the world, on the basis of co-financing, through a minimum annual contribution of 3\$ million.

Commenting, HE Chairman of Qatar Charity Sheikh Hamad bin Nasser bin Jassim Al-Thani said that the agreement reflects the strong partnership between Qatar Charity and UNHCR, and the Charity's keenness to support the noble goals for which UNHCR was established.

His Excellency stressed the importance of cooperation and building strategic partnerships as a means to meet the challenges of development and humanitarian work worldwide, especially as the number of displaced people and refugees has increased in recent years due to the high frequency of conflicts in many areas.

«UNHCR and QC strategic partnership is a long standing one, which spans over many years, through which Qatar Charity has continuously been supporting UNHCR's efforts to protect and serve refugees, and this gives us great pride to support their work,» HE Sheikh Hamad bin Nasser bin Jassim Al-Thani said.

His Excellency praised the efforts exerted by HE the UN Secretary-General's Envoy for Humanitarian Affairs Dr. Ahmed Mohammed Al Muraikhi and his encouragement to

the Gulf organizations to increase their involvement in the international humanitarian system.

He also highlighted the efforts of the staff of the Gulf Office of the UNHCR for their great efforts during the past period, which culminated in the signing of this strategic agreement, reflecting the distinguished cooperation and partnership between Qatar Charity and UNHCR. For his part, UN High Commissioner for Refugees Filippo Grandi welcomed this commitment by Qatar Charity, «whose support has proven invaluable».

«With the number of forcibly displaced persons remaining at an unprecedented level, support from our partners is now needed more than ever. We look forward to building on this collaboration with Qatar Charity in addressing global humanitarian and displacement challenges,» he added.

Qatar Charity and UNHCR have a long track record of joint cooperation from 2000 until the end of September last year. The two sides signed 15 partnership agreements for refugees and displaced people in Syria, Yemen, Myanmar, Iraq, Somalia and Pakistan, valued at nearly 8.5\$ million.

This year witnessed a significant increase in cooperation with UNHCR with agreements amounted to 4.25\$ million, aiming to provide shelter for displaced people in the Iraqi city of Mosul, emergency health care for Syrian refugees in Lebanon, support and shelter for internally displaced persons in Myanmar, assistance to Yemen's displaced, and support and relief to Syrian refugees.



A track study Qatar Charity's Project Management Methodology vis-a-vis International Standards (PCM & PMBOK)

Preface

The Qatar Charity Organization was established nearly 25 years ago, and it has accumulated ample experience in its several fields of action. Since its inception, the organization has been faithful to its main cause which is serving the most disadvantaged people. This necessitated the constant development of its capabilities so that it can target and access these groups of people, on the one hand, and provide the best-quality services to meet their basic

needs and preserve their dignity, on the other.

Like other NGOs, Qatar Charity has faced many challenges in its attempts to achieve its noble goals. The most significant challenge it has faced throughout its history was the constant development of its abilities to manage its projects efficiently and effectively. Therefore, overcoming this challenge has always been a priority for the organization leadership because they are convinced that NGOs' successful

project management is a top priority. This is because any project is the tool for change and that the ultimate goal of all organizations is to change people's lives to the better.

Passing Three Stages

Qatar Charity has passed three stages in the way it managed its humanitarian and development projects. In the first phase, the main concern was the outputs, when it placed much emphasis on enhancing its capacity to produce these outputs because of their direct relevance to

the services offered to the targeted populations. This view was reflected on the organization's policies, structure and working procedures. For example, its executive procedures focused only on producing the outputs regardless of the resulting outcomes.

In the second phase, Qatar Charity started to pay more attention to the outcomes, especially the direct ones. This trend has grown a lot as the Charity entered a series of partnerships and cooperation agreements with international and regional governmental and non-governmental organizations which opened up access to new project management methodologies and mechanisms. The Charity had to make use of these new resources in order to maintain successful relationships with its partners and to enhance its capacity in managing its projects and programs and receiving funds and support for them from international donors.

In the third and final phase, which has just started in 2016, Qatar Charity has been focusing on the impact in its project management methodology, taking into consideration the long-term changes the Charity wants to make through its interventions in cooperation with other development actors even when they are not partners in the projects.

Flexibility and Outreach

In this context, Qatar Charity's adoption of the PCM project management approach comes as a final step in the organization's capacity building process of project management. In fact, adopting this methodology was not arbitrary, but was chosen for the following reasons:

- The widespread use of this project management methodology by various development actors whether they are governmental or non-governmental organizations.
- The methodology's significant flexibility which allows any

organization to adapt to its mechanisms as fits its own capabilities.

- Qatar Charity is keen on enhancing cooperation opportunities with its partners and to attract the support and funds of donors who stipulate applying this methodology.

A Gradual Plan

We are well aware of the amount of effort needed to make this methodology an integral part of Qatar Charity and the amount of benefit we will achieve from the various aspects of development that will result from applying it. For this purpose, the Charity will spare no effort to meet all the requirements of this approach, be they related to the policies, organization and structure, human resources or any other requirements. We also believe that employing this methodology should follow a gradual, wise and rationalistic plan in order to ensure

the success of this big change in how the Charity works, and to build its culture of change on solid foundations.

Rationale of Development

Qatar Charity has become one of the largest development and humanitarian organizations in the Islamic world, expanding its work geographically to cover more than 70 countries in all continents, and diversifying its activities and sectors of work to include education, health, potable water, social care, economic empowerment, and others. Moreover, the Organization has continuously multiplied its financial resources throughout its history.

Furthermore, the Charity carries out most of its projects through its field offices in 30 countries. In some special cases and in locations where it does not have offices, the Charity relies on its executive partners to accomplish some projects. The executive partner can be a local society, or an international governmental or non-governmental organization, depending on the specific capacities required for the project at hand.

The nature of the projects completed by Qatar Charity as well as the diversity of the involved parties – be they beneficiaries, operators, donors or participants – necessitate the investment of more resources in building its capacities to manage its developmental and humanitarian projects. The Charity seeks to apply

a unified methodology to rationalize its resources and achieve its goals behind these projects in accordance with its vision and mission. This methodology will also enable Qatar Charity to cooperate more effectively with various stakeholders because they will be applying the same method of managing projects at their various stages.

QC Own Approach

For this reason, Qatar Charity has been keen to develop its own project management methodology depending on its specialized experts by learning from the most commonly used methodologies adopted by NGOs and donors in their management of development and humanitarian projects. Among these methodologies are the Project Cycle Management, the Project Management Development and the PMBOK. However, Qatar Charity applies its own approach to developing its project management methodology for two main reasons:

- 1 The need to take into account Qatar Charity's individuality and the nature of its specific practical humanitarian and development experience over the past 25 years.
- 2 Openness to and utilization of different experiences and methodologies in project management but adopting only eclectic elements that suit Qatar Charity's specific needs.

The Charity's elective approach to developing its project

management methodology is not an innovation among development and humanitarian actors, for all international NGOs and donor agencies have their own project management methodologies that share a big number of concepts and tools with the rest of the actors, but they also have their own concepts and tools that suit their peculiarities and specific characteristics.

The Nine Stages of QC Methodology

After a thorough analysis of Qatar Charity's needs in its project management development carried out by its specialized teams over a long period of time and on various occasions, the teams concluded that the organization's project management methodology should follow these nine steps:

- 1 Proposing/Suggesting a project.
- 2 Analysis.
- 3 Planning.
- 4 The Pre-Implementation Stage.
- 5 The Implementation Stage.
- 6 The Follow-up Stage.
- 7 Scrutiny and Careful Examination.
- 8 The Evaluation Stage.
- 9 Project Closure Stage.

Described in a special document that was printed at the end of 2016, this methodology details each stage to highlight its significance within the overall approach, stage inputs, the nature of work required during each stage, its outputs, its relationship to other stages and the various tools that should be used during each stage.

Review and Development

Finally, it should be noted that Qatar Charity's project management methodology is subject to continuous improvement and, thus, reviewing, which will benefit from the feedback on its application. In order to benefit from these development efforts, the review will comply with specific policies, procedures as well as an objective, institutional learning program that ensures the accumulation and documentation of experience and knowledge in the organization.



Partnerships, Cooperation Agreements and Memorandums of Understanding

As part of its efforts to enhance partnership opportunities, invest in donors' support and funding, and to coordinate with concerned stakeholders, Qatar Charity has signed a number of cooperation agreements over the past three months with international, regional and local organizations and partners. With the UN High Commissioner for Refugees (UNHCR)

Four agreements were signed last August in Doha with the United Nations High Commissioner for Refugees (UNHCR) to cooperate in the field of humanitarian response to the needs of displaced people and refugees in four countries suffering from various crises.

Signatories:

- Mr. Yousef Bin Ahmed Al-Kuwari, Chief Executive Officer of Qatar Charity.
- Mr. Khalid Khalifa, GCC States' Regional Representative at the United Nations High Commissioner for Refugees (UNHCR).

Articles:

- 1 Qatar Charity will provide \$ 1,250,000 for humanitarian relief aids to Syrian refugees in Lebanon, as well as IDPs and displaced people in Iraq, Yemen and Myanmar in coordination with the UNHCR. This budget is to be distributed as follows: \$ 250,000 for relief assistance to internally displaced people in Yemen; \$ 200,000 for emergency health and life-saving health care for Syrian refugees in Lebanon; \$ 300,000 for temporary shelter for recently displaced

people from Mosul; and 500,000\$ for sheltering internally displaced persons in Myanmar.

-2 The agreements will enter into force as soon as they are signed by the two parties. Qatar Charity will coordinate with the Commission, preparing special reports on the financial grant it has donated for these humanitarian aids.

With Garut Municipality, Indonesia

Last August, Qatar Charity, represented by its office in Indonesia, signed a cooperation and partnership agreement with the municipality of Garut, Indonesia, to build homes for people affected by the floods in Garut.

Signatories:

- Mr. Karam Zeinhom, Director of Qatar Charity Office in Indonesia.
- Mr. Rudy Jounawan, Mayor of Garut and representative of the Indonesian authorities

Articles:

Qatar Charity will fund the construction of 100 homes for people affected by the floods that hit the city of Garut in September 2016.

With the Ministry of Higher Education, Indonesia

Qatar Charity, again through its office in Indonesia, also signed a cooperation agreement with the Ministry of Higher Education in Indonesia to dig surface water wells in universities and colleges named by the ministry to meet their needs of potable water.

Signatories:

- Mr. Karam Zeinhom, Director of Qatar Charity Office in Indonesia.
- Mr. Ali Al-Ghofran, Director-General, Ministry of Higher Education, Indonesia.

Articles:

- Qatar Charity will fund the drilling of 100 surface wells in the universities and colleges named by the Ministry to provide their needs of potable water.

- It will also finance the installation of tanks attached to the wells with a capacity of 1000 liters each, in addition to water-lifting machines.

With Planet Medical Center

Qatar Charity and Planet Medical Center signed an agreement to offer medical services to low-income families and Qatar Charity staff inside Qatar at preferential rates.

Signatories:

- Mr. Ali Al Gharib, Director of Public Relations and Events at Qatar Charity.
- Dr. Nour Ad-Deen Ka'kouni, Executive Director of Planet Medical Center (Qatar).

Articles:

- The center will offer completely free health services to 5 families each year.
- It will also offer a %50 reduction in treatment costs for all low-income families coming through Qatar Charity.
- The center will provide medical services to Qatar Charity employees with a %35 discount on treatment costs.

Supplying Indonesia's Schools, Universities and Hospitals with Clean Water

Qatar Charity Organization drilled 4350 water wells in 10 years, more than 1150 of which served two areas that were stricken by earthquakes and drought

«I do not know how to thank you because I used to walk twice every day for about 50 minutes to get clean water because I could not afford to buy clean water all the time.» This is how Hatiga Sarwani, from the Indonesian town of Garut (which suffered a period of drought) expressed her gratitude to Qatar Charity after the organization had dug 630 water wells in her town.

Preventive Efforts

These wells are part of the total water and sanitation projects carried out by Qatar Charity in Indonesia as part of its relief and development efforts to provide pure and clean water in the period from 2006 to 2016. During those ten years, Qatar Charity managed to drill about 4350 wells at a cost of about 22 million riyals.

Qatar Charity has taken care in choosing the most needy areas so that the wells can serve the largest possible number of Indonesian society, especially pupils in different schools.

In its preventive efforts, the organization gives special priority to drilling wells in public hospitals, primary, preparatory and secondary schools as well as mosques. Dr. Hammam Siawani, a doctor at Garut City Hospital, says: «Qatar Charity's drilling of wells in schools plays a preventive role for students' health; if children use second-hand or contaminated water, they will contract many diseases whose medical treatment will cost huge sums of money in the future.»

Describing the impact of those wells on schools and the surrounding communities, Mr. Anwar Nakhoy, head of Gam'iyat Al-Kheir school in Ciamis, says: «The school is located in a remote area from the city where the local people use water ponds to answer the call of nature and to wash their clothes and utensils at the same time! They walk a long journey to get clean water. Therefore, more than

200 students and a similar number of people from the surrounding communities benefit from this well which was drilled in the school by Qatar Charity.»

Relief and Development

In addition to the above-mentioned priorities, Qatar Charity has other priorities in the case of natural disasters. For example, the Charity drilled more than 500 wells on the Island of Lombok after earthquakes hit the region in 2010. These wells have had a significant impact on people's lives, for they accelerated their recovery to normal circumstances. Mr. Mohamed Ali Bin Dahlan, governor of Eastern Lombok says: «These wells have spared us many problems, and enabled the population to restore their normal life faster.»

During the dry season, Qatar Charity drilled 630 wells in different parts of the city of Garut. «I do not know how to thank Qatar Charity,» says Rudy Jounawan, Mayor of the city. «Every day it proves that it does not only provide aid, but while we were thinking about the problem, they were also thinking about the solutions. While we were planning to reduce the side effects of the drought in the city, Qatar Charity suggested applicable ideas immediately after they had analyzed the technical situation. In other words, they take our requests and translate them into serious action. The other thing that distinguishes them is their prompt action and freedom from bureaucracy.»

On his part, Dr. Helmi Bodiman, vice-mayor of Garut, said: «As a doctor, I understand very well the importance of unpolluted water, not only for drinking, but also for bathing, cooking, and washing dishes. Water from wells is naturally pure and is uncontaminated, and this, thank God, is one factor of protecting us, our women and children from diseases.»

School Health

Among the important water projects that Qatar Charity carried out in Indonesia was the School Health



project in 2011 which provided water wells and toilets for 20 schools; and gave qualifying courses for teachers and students and trained them to adopt the best practices to improve public health and personal hygiene. This program was conducted in cooperation with the Indonesian Ministry of Education. A special magazine was printed and distributed among the approximately 4000 students and 150 teachers who participated in and benefited from

the training.

Qatar Charity also drilled an artesian well for the benefit of 1,000 people with pipes to deliver water to local population in other villages in West Sumatra.

The Latest Projects

The latest project in this regard was signing a memorandum of understanding between Qatar Charity and the Indonesian Ministry of Higher Education, whereby

the latter will identify 100 sites in different colleges and universities which need clean water so that Qatar Charity will give full funding for the digging of wells and construction of toilets. Preparations are being made now to start implementation.

The Director of the Qatar Charity Office in Jakarta, Karam Zeinhom, extended his thanks to the donors in Qatar for standing by their brothers in Indonesia to supply their basic needs, including clean water. He pointed

out that Qatar Charity is proud of the projects it has accomplished in the field of water supplies and sanitation. He also stressed that the organization is determined to cooperate with the Ministry of Religious Affairs, the Ministry of Education and the Ministry of Health to continue its support and aid in order to protect the Indonesian society from diseases.



Delegation Members

Head of the Delegation:

Mr. Ali Atiq Al-Abdullah, Local Development Executive Director, Qatar Charity.

Members:

Sheikh Hamad bin Fahad Al-Thani, Mr. Jasem Abdullah Al-Jasem, Ms. Asmaa Jabri Al-Hammadi, Ms. Jawaher Al-Merri, Mr. Abdullah Al-Anzi, Mr. Saïd Al-Mesefri, Mr. Yasin Hussein, Captain Adel Lami, Mr. Mansour Al-Dafri, Mr. Mohsen Fahad Al-Hajeri, Mr. Nadim Al-Mallah, Ms. Samia Helmi, Mr. Mohamed Sulaiman, Mohamed Enas, Hosam Rohi.

Qatari Volunteer Delegation on Humanitarian Mission on the Bangladesh Myanmar Borders

Ali Atiq Al-Abdullah: We thank His Excellency, the Qatari Ambassador to Bangladesh and the members of the volunteer group, as well as the Qatari people for their generous donations.

From Doha to the Bangladesh-Myanmar borders, more precisely, to a refugee camp in the Cox's Bazar region, headed a Qatar Charity volunteer delegation last September to closely investigate the needs of the Rohingya refugees, provide immediate relief and implement a number of relief projects.

Food

The relief aid provided by the delegation took several forms. In terms of food, 1000 food baskets were distributed to 1000 devastated families in the camp, covering their food needs for an entire month.

Moreover, a field kitchen has been prepared for the refugees to provide hot meals throughout the day, serving 5000 refugees daily.

Tents

In addition, the delegation inaugurated the installation of 1500 tents to provide shelter for 7500 refugees who could not find shelter inside the over-crowded camp and who suffer severe weather conditions.

Healthcare

The QC volunteer delegation also established a health center near the Faluk-Haley refugee camp, providing integrated healthcare

services to about 500 people a day. Most patients are children and elderly people who are affected by malnutrition and inadequate water supply and sanitation as water is brought from a polluted river near the camp.

Great Joy

The beneficiaries expressed their happiness with the relief aid. This was prominently manifested in the smile on the face of child Noor Bagham after receiving meals for herself and her family of 6 adults and 5 children.

The feelings of Hajja Lolorwa, an elderly lady, were not different. She was excited about the food basket she received from Qatar Charity team, as she was on her way back to her family of 12 persons who had no food to relieve their hunger.

In turn, Hajj Hamza Ali, who arrived from Myanmar with 18 members of his family, was pleased with the availability of healthcare services provided by Qatar Charity to the camp's refugees and the local community, especially that he suffered from stomach pain.

Charity Workers

Mr. Ali Atiq Al-Abdullah, Executive Director of Local Development, Qatar Charity, expressed his thanks to His Excellency Mr. Ahmed bin Mohammed bin Nasser Al Dehaimi, Qatar's Ambassador to Bangladesh, for receiving the QC Voluntary Delegation upon their arrival in

Bangladesh and providing them with necessary facilities. He also extended his thanks to all the members of the delegation who contributed to distributing aids and to disseminating information regarding the magnitude of the humanitarian disaster through social networks and the media.

In turn, HE Ahmed bin Mohammed bin Nasser Al Dehaimi, Qatar's Ambassador to Bangladesh, praised the efforts exerted by the State of Qatar to help the afflicted and all those in need around the world, under the auspices of His Highness the Emir, Sheikh Tamim bin Hamad Al-Thani. He also praised the fruitful combined efforts of charities and the Qatari people who spare no effort to help people in need everywhere.

Relief Efforts and Projects

- Distribution of food baskets to 1500 devastated families.
- Establishment and operation of a field kitchen at Faluk-Haley refugee camp, serving 5000 ready meals daily.
- Distribution and installation of 1500 refugee tents.
- Establishing a health center near the camp to provide medical care to 500 refugees daily.

In Cooperation with the UNHCR and International Organizations

Urgent Relief Projects for Rohingya Refugees in Myanmar and on Bangladesh Borders

In parallel with the escalating violence against Myanmar's Rohingya in September that led to the flight of hundreds of thousands of people towards the border with Bangladesh, Qatar Charity, in cooperation with the United Nations High Commissioner for Refugees (UNHCR), has launched an emergency shelter project for displaced people inside Myanmar, that is expected to help 2100 displaced persons for a period of six months.

The project is implemented as part of a cooperation agreement between Qatar Charity and the UNHCR. The agreement was signed by QC's CEO, Yousef bin Ahmed Al-Kuwari and Mr. Khaled Khalifa, the UNHCR's Regional Representative to the GCC Countries.

Escalation of Suffering

Under the agreement, the UNHCR is to set up 420 temporary shelter units for Rohingya in three districts of Rakhine and Kachin States, with a value of up to half a million Dollars (equivalent to 1,825,000 Riyals), funded by Qatar Charity.

Mr. Yousef bin Ahmed Al-Kuwari stated that this cooperation comes at a time when the suffering of the Rohingya Muslims is increasing due to the escalation of violence against them in recent days, which led to the flight of hundreds of thousands of them towards the borders with

Establishing 420 temporary shelters for displaced Rohingya in 3 districts of Rakhine and Kachin States

Bangladesh. He added that QC is keen to accelerate the implementation of emergency relief projects and provide humanitarian assistance in cooperation with international organizations, especially in countries like Myanmar where international organizations can operate relatively easily, and to continue its efforts to cement the cooperation and partnership with UN organizations.

Mr. Khaled Khalifa, the UNHCR's Regional Representative to the GCC Countries, thanked the State of Qatar for its efforts in the field of humanitarian work and expressed appreciation of QC's cooperation with the UNHCR, which contributes to meeting the humanitarian needs of displaced people and refugees throughout the world. He also pointed out that this clearly demonstrates the continued humanitarian commitment that Qatar Charity has undertaken and truly reflects the essence of international

solidarity.

Projects for Refugees in Bangladesh

In September, Qatar Charity also launched new relief projects worth QR5 million in food, shelter and non-food items for devastated Rohingya, including internally displaced persons in Myanmar and refugees who were forced to move to Bangladesh. The projects are implemented through QC's field office in Bangladesh, or in cooperation with a number of UN agencies and international organizations.

Qatar Charity has allocated one million riyals of this sum to Myanmar to build 40 emergency shelters in coordination with Islamic Relief International in order to provide housing for the displaced, while allocating 4 million riyals to relief projects for refugees in Bangladesh, distributed as follows:

- QR1 million for providing shelter and non-food items in cooperation with the UNHCR.
- QR1 million for food baskets containing basic food items, in addition to cooking, cleanliness and shelter supplies as well as clothing bags.
- QR2 million worth of food baskets and other relief items to be distributed by the Qatar Charity Office in Bangladesh.

Qatar Charity's Projects and Efforts Since 2012

Since 2012 and up to 2017, Qatar Charity has allocated about QR 21 million in relief assistance to Rohingya displaced persons, spent on healthcare, food, shelter, water and sanitation, benefiting about 370,000 displaced persons in coordination with international organizations, including the UNHCR.

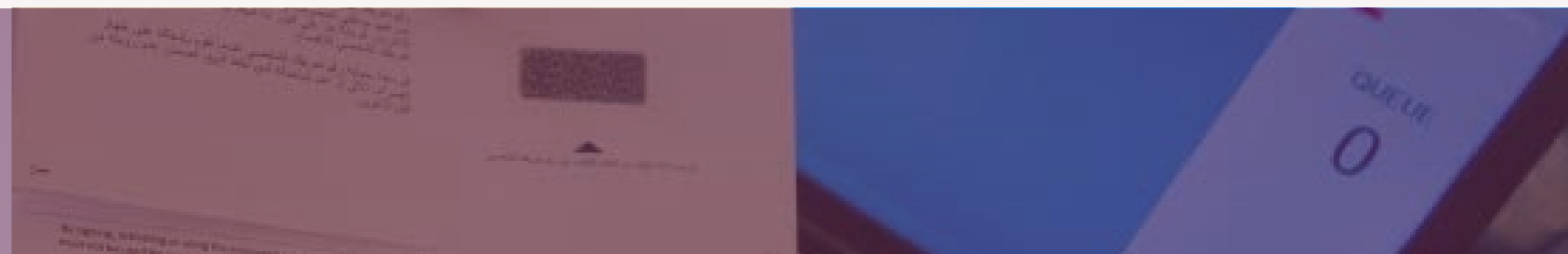
The relief projects undertaken by Qatar Charity for displaced Rohingya in Myanmar include the construction of 41 houses for the afflicted families, the construction of five wooden shelters that accommodate 40 families, as well as the distribution of tens of thousands of food baskets and sacrificial meat among them during the current season.

Moreover, Qatar Charity hosted in Doha in 2012 the second consultation meeting on the humanitarian situation of Myanmar Muslims, organized in cooperation with the Organization of Islamic Cooperation, with the participation of about 30 local, regional and international organizations, during which Qatar Charity allocated QR6 million to Rohingya refugees at Bangladesh border.

Other projects worth 5 million for food, shelter and non-food items



Three notable innovations in humanitarian aid in 2016



Marked by the first World Humanitarian Summit in May in Istanbul, 2016 was supposed to be the year to #ReShapeAid. The gathering failed to live up to its enormous hype, but the resulting Grand Bargain showed the direction of travel on a host of important humanitarian issues ranging from transparency to multi-year funding, from less earmarking and more localisation to greater collaboration between humanitarian and development actors.

The jury remains out on whether many of the pledges made in Istanbul will be fulfilled, but 2016 did see these three innovations or initiatives gain traction:

Humanitarian impact bonds

Humanitarian funding needs are higher than ever, but a quick look at the numbers shows that the funding gap for emergency response is widening. Finding new ways of financing aid is a priority.

Officially launched at the WHS in May, the International Committee of the Red Cross's humanitarian impact bond aims at diversification by introducing hitherto untapped private investment into humanitarian funding.

"We cannot just wait for the conflict to

stop, and say – then development can come, and then investment can come," Yves Daccord, the ICRC's director-general, told IRIN.

The concept is as follows: a social investor finances the launch of a project they think will have a significant positive outcome. This is a private investor, who should be able to "invest seriously", as Daccord puts it.

Then enters an outcome funder, most likely a foundation or government, who pledges to finance the entire project if the pre-defined results are achieved. The outcome funder pays the social investor back, adding interest dependent on results. For example, the Belgian government has pledged 10 million euros in support of the ICRC's physical rehabilitation programme, but it will only spend the money if the impact of the project is deemed satisfactory.

The ICRC's humanitarian impact bonds require a five-year bond commitment, as Daccord explains. This should allow NGOs to think longer-term, and is in line with growing demands, expressed often at WHS and since, for multi-year financing.

Among the benefits, according to the ICRC, are a renewed drive to innovate

in order to improve humanitarian outcomes; an incentive for private investors to be involved in humanitarian funding; and a real focus on a project's results. Additionally, the humanitarian impact bond is not pegged to market fluctuations.

But there are doubts about the sustainability of the concept: donors get additional guarantees on results, but they also have to pay extra to cover the social investor's interests.

"There is a premium involved: the investor expects to profit from it ultimately" Lydia Poole, a humanitarian finance consultant, told IRIN. "So if the donor could have funded this intervention through a grant funding anyway, the improved result that they get out of this instrument would have to be quite significant in order to justify the payment of this additional premium."

Cash programming

2016 was the year cash programming came of age. The shift towards the greater use of cash transfers as aid was generally endorsed at the WHS. World Vision and the International Rescue Committee pledged that one half and one quarter of their programming, respectively, would

be in the form of cash by 2020, but the Grand Bargain fell short of giving firm targets for the expanded use of cash as aid.

Following the WHS, the UN's refugee agency, UNHCR, announced it would double its use of cash-based assistance by 2020.

But while these commitments are significant, it's the follow-through that makes a real difference, explained Paula Gil Baizan, advocacy coordinator for the Cash Learning Partnership (CaLP).

"I'm hoping if 2016 was the year of talk, 2017 will be the year of action," Baizan told IRIN. "I would not say [2016] was the year that made cash mainstream, because it was a year when lots of people publicly committed to making it go mainstream," she continued. "But I am hoping 2018, 2017, and 2019 will be when it goes mainstream, based on commitments made this year."

While delighted that policymakers and donors are now keen to jump on board the cash train – it was once the domain of technical experts – Baizan stressed that it will be important to keep an eye on how individual countries make it

work.

The limitations of such schemes are bound to become clearer as pilot programmes are rolled out. When IRIN investigated the use of cash for refugees in Lebanon, for example, it found that they can't take care of needs that defy market solutions; build local institutions; catch every problem case; or empower local NGOs to play a greater role.

Reducing bureaucracy

Launched by the International Council of Voluntary Agencies (ICVA) as well as affiliated NGOs and networks in December 2015, the Less Paper More Aid campaign aimed to significantly reduce time-consuming and costly bureaucracy in the aid sector.

A first report was published in April, concluding that the sheer amount of bureaucracy in aid organisations was keeping frontline aid workers out of the field. The NGOs studied had an average of 36 reporting deadlines per country per year. For some, the number was as high as 80. The study also indicated that "typically NGOs take 440 hours to complete each audit, involving seven staff across various functions; while

eight members of staff are involved in the preparation of each individual donor report".

At the WHS, the Grand Bargain committed signatories to make aid more efficient, including by harmonising donor proposals and reporting, and earmarking less funding to specific projects. The campaign has now designed an inclusive process that it hopes to implement over the next two years.

"Our focus now is to bring together the people who write reports and the people who read reports to collaborate in ways that will help us collectively achieve the Grand Bargain commitments by the end of 2018," Melissa Pitotti of the ICVA network told IRIN in an email.

2016 also saw the launch of a number of other important initiatives including the Humanitarian Quality Assurance Initiative, the Charter 4 Change on localisation, and the NEAR network of southern NGOs.

Anna Pujol Mazzini
IRIN- 2016



A cooperation initiative between Qatar Development Fund and Qatar Charity

Qatar Initiative for the Development of Darfur

(Phase I)

Introduction

Cooperation initiatives between Qatar Development Fund and Qatar Charity for Darfur, Sudan, are part of the great efforts undertaken by the State of Qatar to promote stability and achieve peace and reconciliation in Darfur. This has resulted in the signing of the Doha Document for Peace in Darfur. In fact, Qatar Initiative for the Development of Darfur aims at promoting peace and security in the region through development, facilitating voluntary repatriation as a durable solution to the crisis.

The first phase of the Qatar Development Program for Darfur consists of three basic components, i.e. social harmony, economic

empowerment and establishing service facilities. Their integration creates an example of the unique developmental model that combines urban service development, economic development and human development. Urban service development occurred as the initiative transformed rural areas into urban ones attracting populations with the provision of all basic services, e.g. educational, health and security facilities, housing for the service providers, as well as centers promoting social development and awareness. In these same towns, urban development integrated with economic development by rehabilitating people's main sources of living, namely agriculture and grazing, etc. targeting the youth

and women especially to provide them with additional skills to earn a livelihood and ensure food security. This part of the initiative included several projects that constituted the economic empowerment program. The human development component was known as the Social Harmony Program which consisted of several social and training programs that promoted peace and social security.

General Framework

This initiative is part of the efforts undertaken by the State of Qatar to enhance security and stability in Darfur, Sudan. It is in line with the Doha Document for Peace in Darfur that was signed in Doha between the Government of Sudan and the Liberation and Justice Movement on

2011/07/14.

The initiative aims to promote peace and security in Darfur through development and facilitating voluntary return to the region as a durable solution to the Darfur crisis.

Areas of Intervention:

- Promoting social harmony.
- Economic empowerment.
- Improving social housing.
- Providing basic services (education, health, security, water, etc.).
- Improving the conditions of voluntary return.

Objectives of the Initiative:

- Motivating IDPs to return voluntarily.
- Rehabilitation of the villages by providing the most basic services needed by returnees.
- Revitalizing the local economy and providing sources of income for the returnee population to preserve their dignity and help them rely on themselves financially.
- Introducing a range of appropriate technological alternatives to rationalize the use of the region's natural resources.
- Intensifying humanitarian diplomacy efforts to rebuild the social fabric and support social peace through local civil society organizations.

Partners

- The federal government and state governments, especially the related ministries.
- Darfur Regional Authority.
- Local administrations in the region.
- Embassy of the State of Qatar in Sudan.
- Qatari organizations carrying out the projects.
- IDPs and refugees in camps.
- Returnees in villages of voluntary return.
- United Nations and international organizations.
- UNAMID: United Nations–African Union Mission in Darfur.

Areas of intervention

Under this initiative, Qatar Charity works in the following two states:

- 1 South Darfur: the village of Bulbul

Tempsco, Al-Salam Locality.

- Number of beneficiaries: 50,000
- 2 Central Darfur: Rongtas village, Azum Locality
- In cooperation with the Qatar Red Crescent Association and Sheikh Eid Charitable Foundation.
- Number of beneficiaries: 30,000
- Program Implementation Period: From 2013 to 2017.
- First phase: implementation costs: 6 million dollars.

South Darfur Projects The Services Complex

A services complex was established, comprising the following facilities:

- Two pre-secondary schools (for boys and girls).
- Two secondary schools (for boys and girls).
- A health center
- A police station
- A mosque
- 15 houses for the services complex staff.
- a water station and a water network inside the complex.
- Solar energy appliances.
- Sports courts
- Co-management of the center during the first years.

Impacts of the project at the education level:

- Accommodating approximately 1000 students who studied in good conditions.
- There was a %70 increase in female students number who enrolled in secondary school.
- The number of students who enrolled in secondary school increased by %95.
- The results of the foundation certificate exams improved to %100 in the boys' school and %97 in the girls' school.
- The success rate in the Sudanese certificate improved from %62 in 2014 to %87 in 2016.
- Improving the conditions of conducting basic and secondary certificate examinations by choosing the schools of the complex as centers for the Sudanese certificate exams for students coming from Bulbul

administrative unit and the adjacent areas.

- Ensuring teacher stability by providing housing for them. This was one of the most difficult challenges related to education in the state, particularly in rural areas. There was also a commitment to provide incentives for teachers for two years.
- Accommodating no less than 600 children of the families who had returned from camps and children who moved from other areas because of the deteriorating security situation.
- Encouraging school sports by providing an artificial grass playground which is the only one in the region.

Economic Empowerment

- Building and furnishing integrated centers specialized in agricultural and veterinary guidance.
- 200 families benefited from various income-generating projects.
- More than 2,000 families benefited of tillage and agricultural aids for free.
- Purchasing 3 agricultural tractors to work in an agricultural cooperative society to be established to serve more than 1000 farmers.
- Holding two training courses for women in the field of food processing, which benefited 60 trainees.

A training course for agricultural advisers attended by 25 trainees.

Establishing 4 agricultural cooperatives to serve 150 families (under construction).

Building a central market in the region.

Establishing a small fuel station to support the economic activity in the region (under construction).

Immunizing 150,000 livestock heads (cattle, goats and sheep) in partnership with the Ministry of Animal Wealth of South Darfur.

Social Harmony

- Building a training center next to the services complex.
- Delivering a joint-planning workshop in partnership with the state of South Darfur, attended by about 500 participants.
- Organizing a series of awareness campaigns on the importance of social harmony and peace to promote

the initiative projects.

- Holding a workshop entitled «Capacity building for local leaders, women and the youth».
- Organizing a football tournament comprising 10 teams representing all the Bulbul Tempsko districts.
- Holding two training workshops entitled «Peace Building and Conflict Resolution», attended by 68 local and tribal leaders.
- Organizing a cultural and sports day for the students of the Bulbul Tempsko.
- Establishing two viewing clubs, one for women and one for men, to educate the people of the region.
- Launching two mass educative convoys under the slogan «Harmony», benefiting 15 villages in the Bulbul Tempsko area.
- Delivering a workshop entitled «Dealing with the Other» attended by 25 participants.

Social housing

- Delivering two training courses on molding bricks with manual tools.
- Building 30 social housing units.

Supplying Free Provisions for Voluntary Return

The initiative supplied provisions for the voluntary return of more than 1,600 returnees from the Kalima camp and the city of Nyala. The provisions consisted of: 4 tons of foodstuffs (sugar, oil, rice and salt), 456 blankets and 228 mats, 228 waterproof plastic sheets, and 228 sets of cooking utensils. Also, a big number of mosquito nets was distributed among pregnant women.

-2 Projects in Central Darfur

Social Harmony

- Delivering two courses on the basics and skills of social communication, attended by 48 participants.
- Giving two courses on civil administration and social peace.
- Organizing a sports tournament for young people in the region.
- Funding Umrah trips for the region's

local and tribal leaders.

- Delivering a first aids course for 50 participants, men and women.
- Establishing two viewing clubs which provide an important cultural and entertainment space for the youth.
- Building headquarters for the civil administration to strengthen their role in conflict resolution efforts.
- Establishing a center for the disabled who were injured during the civil war.
- Maintenance of 19 water hand pumps in the area to ensure the supplies of potable water for citizens in the area.
- Building two water stations in the region powered by solar energy.
- Establishing a central market for vegetables and fruits, given the region's urgent need to this service.
- Equipping 10 farms with irrigation units, and agricultural tractors for 100 farmers who serve 1500 people.
- Giving twenty families 20 carts who ultimately serve 300 people.
- Buying 8 transport vehicles for the benefit of local and civil administrations and schools in the region.
- Building a cooperative mill in each locality to grind corn and millet.
- Launching four convoys to raise religious awareness of the importance of peace and social harmony.

Darfur Water Project Highlights

- The project aims to provide clean water sources for areas suffering from severe water shortage by completing a series of projects in the states of South and Central Darfur. 11 small water stations and 3 large stations will be built, and 255 water wells with hand pumps will be drilled.
- Total project costs: \$ 3,000,000
- Total expenditure to date: \$ 462,714
- The project is being implemented in coordination with the various concerned entities, and with the targeted beneficiaries of these projects who amount to 88,000 people.

Achievements

- Drilling 83 water wells with hand pumps.
- Building 4 water stations.
- Completion percentage: %30

The Second Phase

Qatar Initiative for the Development of Darfur is continuing its second phase this year, 2017. Last August, Qatar Development Fund and Qatar Charity signed a cooperation and partnership agreement in Khartoum worth \$ 34.560 million to establish 8 multi-service model complexes in four states in the Darfur region. Completion of the projects will continue from 2017 to 2022.

