



لجنة تنسيق المنظمات غير الحكومية لأجل العراق NGO Coordination Committee for Iraq



Table of Contents

Executive Summary	2
NCCI's History and Structure	2
Background and History	2
Organization and Structure	3
Membership	4
NCCI Executive Board	4
NCCI's Offices and Field Coordination Network	4
NCCI Objectives and Beneficiaries	5
Context	5
NCCI's Mission	6
Strategic Objectives	6
Beneficiaries	6
NCCI's Activities	6
A. Coordination	6
B. Information Sharing	11
C. Advocacy	13
D. Capacity Building	14
E. Administrative Support Services	15
NCCI Members & Observers	16
NCCI Donors	21

Executive Summary

During 2015 the humanitarian crisis that erupted in Iraq in 2014 continued unabated, leaving a growing number of people in the country in need of humanitarian support. In the backdrop of this expanding and enduring humanitarian crisis, local and international NGOs stepped up their operations in Iraq, while the United Nations and the cluster coordination system rolled out in force in the country.

Under these changing circumstances NCCI continued to fulfill its mission as a member-led NGO platform. Throughout 2015 NCCI coordinated NGO action, facilitated contact between NGOs and other relevant actors within and outside Iraq while at the same time offering a platform for advocacy and supporting its member organizations through information sharing, administrative services and advice. NCCI maintained its role as a representative of the NGO community in Iraq at the Humanitarian Country Team (HCT) and international fora and expanded its cooperation with the UN Office for the Coordination of Humanitarian Affairs (OCHA), the cluster system in general and various levels of the local government. Responding to shifting needs and a developing context, NCCI also closed its Amman office and strengthened its presence in Erbil.

In practice NCCI organized regular coordination meetings in its offices in Baghdad and Erbil and facilitated thematic working groups on advocacy, HR and administrative issues, and security. NCCI also started field-level coordination meetings in Dohuk and Sulaymaniyah and organized an advocacy event in Geneva. NCCI maintained and expanded its website, which by the end of 2015 received more than 1800 visitors a day on peak moments. NCCI also launched an online interactive NGO map and continued to operate active social media accounts. In the field, NCCI reactivated its field coordination network and in cooperation with UNHCR and UNICEF organized capacity building workshops for local NGOs. Supporting the humanitarian coordination structure NCCI hosted cluster meetings in its offices in Baghdad and Erbil, organized the election of NGO representatives for the HCT and facilitated information sessions about the launch of the Humanitarian Response Plan for 2016.

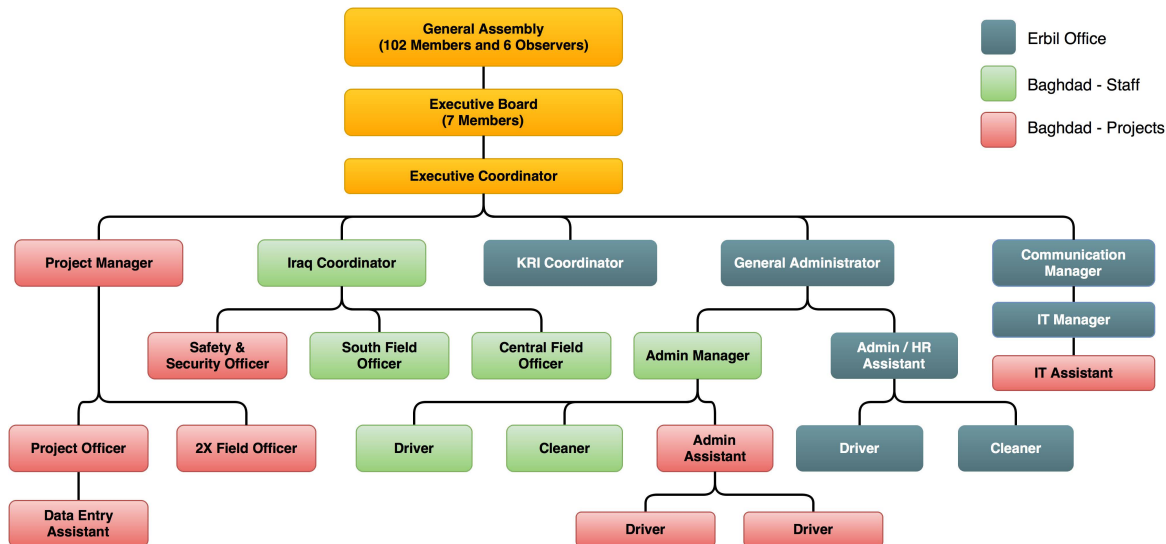
As a testimony of NCCI's continued relevance and effectiveness, 29 NGOs applied for NCCI membership in 2015, raising the number of members to 102 and six observers, which included 41 local members and 61 international members.

NCCI's History and Structure

Background and History

The NGO Coordination Committee for Iraq (NCCI) is a member-led NGO coordination platform and was founded in Baghdad in April 2003 by a group of international NGOs looking to establish a neutral, independent space for NGOs to coordinate humanitarian activities in Iraq. In 2005 it was decided to open up NCCI for local NGOs. Throughout the years NCCI's mission, structure and objectives continuously evolved to adapt to the changing circumstances in Iraq.

Organization and Structure



The General Assembly (GA), which is comprised of all of NCCI's members, is the governing body and supreme authority of NCCI and is responsible for formulating and reviewing policies and programs. The General Assembly votes on decisions affecting the overall functioning of NCCI and is responsible for adopting NCCI's multiyear strategic plans. The General Assembly also approves NCCI's annual activity and financial reports. The General Assembly elects NCCI's Executive Board and endorses the appointment of the Executive Coordinator (EC) at the recommendation of the Board. The General Assembly convenes at least once a year.

The Executive Board, oversees the daily functioning of NCCI on behalf of the General Assembly and is comprised of seven representatives from NCCI's members, who are elected for a one-year term by the General Assembly. The Board members include a board chair, a deputy board chair, a treasurer and a secretary, all of whom are elected by the Board. Besides overseeing the operational activities of NCCI the board appoints the Executive Coordinator and also reviews and approves the applications of prospective member NGOs. The Executive Board convenes at least once every two months.

The Executive Coordinator (EC), is responsible for and manages NCCI's activities in Iraq and abroad, and represents NCCI externally. The Executive Coordinator is appointed by the Board upon review and approval by the General Assembly. The Executive Coordinator manages the activities of NCCI's secretariat and promotes and represents NCCI towards external actors like donors, the United Nations, governments and international fora.

The Secretariat, is comprised of NCCI's operational and support staff. The Secretariat executes and implements NCCI's activities and programs.

Membership

NCCI is open for all active NGOs, local and international, who operate in Iraq and are legally registered in the country. NCCI's members are obliged to adhere to the NCCI Charter, including the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. NCCI's members pay a membership fee which amounts to 20 USD a month for local NGOs and 50 USD a month for international NGOs.

A special observer status is granted to Red Cross and Red Crescent movements and Médecins sans Frontières branches. Observers enjoy all benefits of NCCI's members but are exempted from paying membership fees.

In 2015 NCCI had 102 members (41 local NGOs and 61 international NGOs) and six observers.

NCCI Executive Board 2015

- Agency for Technical Cooperation and Development (ACTED) - Treasurer
- Danish Refugee Council (DRC) – Deputy Board Chair
- Foundation United for Abiding Development (FUAD)
- International Rescue Committee (IRC)
- Mercy Corps (MC)
- Norwegian Refugee Council (NRC) – Chair of the Board
- Un Ponte Per (UPP)

NCCI's Offices and Field Coordination Network

Erbil Office: NCCI's Executive Coordinator, General Administrator, Communication Manager, IT Manager and North Coordinator are based in Erbil. In 2015 the General Administrator, Communication Manager and IT Manager relocated from Amman to Erbil after NCCI ceased operations in Jordan and a North Coordinator was hired in Erbil. From Erbil, NCCI facilitates coordination in the governorates of northern Iraq. As the base of NCCI's Finance and Administration team, this office is also responsible for financial management, the bulk of information exchange, data collection and coordination with international agencies and other NGO fora such as ICVA and SIRF.

Baghdad Office: the Baghdad office hosts NCCI's Iraq Coordinator, Central Field Officer, the Iraq Administrator, the capacity building Project Manager and field officers, and the Safety and Security officer. The Baghdad office supports coordination in central and southern Iraq and is also the main hub for NCCI's capacity building program. From the Baghdad office NCCI reaches out to the UN headquarters in Baghdad as well as the central Iraqi government.

Basra Office: One NCCI field officer is permanently based in Basra. The Basra office facilitates field level coordination and follows up on humanitarian issues in the southern region.

Geneva Office: NCCI is registered as a Swiss NGO in Geneva, NCCI's office in Geneva is a platform for advocacy and fundraising efforts.

Amman Office: the Amman office used to host the communication team and the finance and administrative department, but was closed in August 2015. The staff from Amman moved to the Erbil office.

Field Coordination Network: NCCI's Field Coordination Network (FCN) is a network of 24 national NGO partners called Focal Points (FP), who are based in all of Iraq's 18 governorates. The FCN distributes information updates on humanitarian and development issues and provides data for NCCI's field reports.

NCCI Objectives and Beneficiaries

Context:

In 2015 Iraq witnessed the continuation and intensification of the humanitarian crisis that erupted following the IS conquests in 2014. Even before the outbreak of the 2014 crisis, the Iraq-Iran war, the First Gulf War, the following UN sanctions, the Second Gulf war and years of sectarian conflict had already taken their toll on the country, its people and the infrastructure.

Even though the Iraqi security forces managed to recover control over parts of Iraq in 2015, significant areas of the country and its population remain under IS occupation, while liberated areas are in need of reconstruction. The ongoing violence forced even more people into displacement, with the number of internally displaced persons (IDPs) in Iraq reaching 3.2 million by the end of 2015. Iraq is also still hosting approximately 250,000 refugees fleeing the war in neighboring Syria. Damaged or destroyed infrastructure and houses or ongoing combat and tensions prohibit IDPs from returning. This long-term displacement is not only taking its toll on the IDPs themselves, but is also increasing the burden on the communities and authorities hosting the displaced persons. At the same time the country is struggling with a fiscal crisis, further diminishing the government's resources to deal with the crisis and support its population. It is therefore no surprise that the humanitarian needs in Iraq increased throughout 2015.

Exacerbating the dire humanitarian situation was the lack of funding for humanitarian operations in Iraq. Even though the UN still marked the Iraq crisis as a L3 emergency, indicating a large scale emergency situation in urgent need of support, the Strategic Response Plan for Iraq for 2015 was only 75% funded. Funding shortages meant that the humanitarian response fell short of the needs in country, leaving thousands of people in need of the most basic services like food, water, shelter and medical assistance.

Under these circumstances the presence of NGOs, local and international, remained crucial. NGO action is however more effective when it is coordinated. NCCI's coordination activities, information sharing and role as intermediary between NGOs, the UN, local and international governments and donors was thus more needed than ever.

NCCI's Mission:

NCCI is a member-led organization that coordinates principled, collective NGO action in order to foster development, address humanitarian needs, and promote respect for rights in Iraq.

Strategic Objectives:

Objective 1: NCCI will act as the NGO focal point for internal and external actors. This includes sharing information and facilitating contact between stakeholders.

Objective 2: NCCI is to create the enabling environment for NGOs to advocate for the rights and needs of people in Iraq.

Objective 3: NCCI is to provide the services, advice, and capacity building to support NGOs in order to enable development, address humanitarian needs, and promote respect for human rights in Iraq.

Beneficiaries:**Direct Beneficiaries**

- NCCI Members: 41 local NGO members, 61 international NGO members and six observers
- Capacity building beneficiaries: 64 staff members of local NGOs received capacity building trainings under NCCI's projects with UNHCR and UNICEF and NCCI's own Field Coordination Network trainings.
- The clusters operating in Iraq using NCCI's facilities, network and advice.
- Third parties: donors, international organizations, UN agencies and the Iraqi authorities engaged in the response, using NCCI as a gateway to the wider NGO community.
- Job seekers in Iraq using NCCI's vacancies section and CV pool.

Indirect Beneficiaries

People in need in Iraq, who are the direct beneficiaries of aid assistance and programs of NCCI's member organizations and other direct beneficiaries.

NCCI's Activities

A. Coordination:**1. General Coordination Meetings**

Throughout 2015 NCCI organized regular general coordination meetings in its offices in Baghdad and Erbil. In autumn 2015 NCCI also started holding coordination meetings in Sulaymaniyah and Dohuk, which were hosted by NCCI members. These meetings are an open forum where NCCI's members can raise any issue related to the humanitarian response in Iraq, coordinate their actions and share information. Attendants at the meetings include local and international NGOs as well as guest representatives from relevant UN agencies or other humanitarian actors.

In Baghdad, NCCI organized nine general coordination meetings, two of which were jointly chaired with UNOCHA. In Erbil NCCI organized seven monthly General Coordination meetings, bringing together NGOs based in northern Iraq to discuss a range of key issues affecting members' operations. These included NGO interaction with government bodies, NGO involvement in key processes such as the HRP, the IHPF (pooled fund), contingency planning, concerns NGOs faced with obtaining visas and registering in Baghdad and operational constraints in certain locations. External guest speakers were also invited to address members on relevant topics such as the Interagency IDP call center, the Humanitarian Access Unit and civil-military deconfliction mechanisms.



Joint General Coordination Meeting held in Baghdad on 19 November 2015.

The meetings in Sulaymaniyah and Dohuk aim to transfer information about developments in other parts of the country and updates from the UN, humanitarian coordination structure, the government and NCCI itself to NGOs based in Dohuk and Sulaymaniyah. As such a number of the topics of the meetings in Dohuk and Sulaymaniyah mirror subjects discussed in Erbil and Baghdad. At the meetings the attendants however also discuss locally relevant issues, which can then inform NCCI's actions in Erbil or Baghdad.

2. Thematic Working Groups

Filling in coordination gaps and responding to members' needs, NCCI continued to facilitate a number of thematic working groups. The working groups are facilitated by the NCCI secretariat, with NCCI's members determining the agenda and providing support and expertise. The working groups included the Advocacy Working Group (AWG) and the HR/Admin Working Group, which normally meet once a month but can convene more often if the situation demands it. The Advocacy Working Group is co-chaired by one of NCCI's members. For more information about these working groups please see pages (13-15).

3. Safety and Security Meetings

During 2015, NCCI organized eleven Safety and Security coordination meetings for INGOs facilitated by its staff in Baghdad. The meetings aim to share relevant security information and provide context analysis, security trends and threat updates, access information and practical information like visa and safe locations for NGOs. The Safety and Security meetings are organized monthly.

NCCI also continued to run a specialized safety and security Skype group, which included more than 45 field or country-wide safety and security focal points who shared information on a daily basis. NCCI also shared UNAMI daily security reports with its members and responded to several requests for information from INGOs and UN agencies related to security, safety, and access.

4. Supporting UN OCHA

The cooperation between NCCI and the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) expanded throughout 2015. First of all NCCI provided daily practical support to OCHA, which included establishing contacts between OCHA and local NGOs and advising OCHA's staff members on various issues.

Secondly, NCCI supported UNOCHA in the development and launch of the 2016 Humanitarian Response Plan (HRP), ensuring NGOs were fully engaged and represented at all relevant stages of the process. In this regard, NCCI facilitated strategy meetings between NGOs and the Humanitarian Coordinator and senior OCHA staff members informing the HRP,

which were then followed by meetings and information sessions for NGOs about the Humanitarian Needs Overview (HNO) and Online Project System (OPS) in NCCI's offices in Erbil and Baghdad.

Additionally, NCCI organized meetings between NGOs and OCHA's Humanitarian Access Unit (HAU), and invited the HAU and OCHA's Civil-Military Coordination unit to several general coordination meetings to introduce their activities to the NGO community. NCCI supported HAU-led access workshops focusing on flashpoint locales such as Kirkuk and Anbar by ensuring the involvement of key NGOs working in these areas, as well as inputting information from NCCI's access-related reporting. NCCI was also present at the weekly OCHA coordination meetings in Erbil.

Finally NCCI and OCHA cooperated to support meetings between NGOs and high profile UN representatives visiting Iraq such as the Emergency Relief Coordinator of the United Nations, Stephen O'Brien and Assistant Secretary General and Deputy Emergency Relief Coordinator Ms. Kyung-Wha Kang. NCCI also hosted three OCHA coordination meetings in its office in Baghdad, besides two joint general coordination meetings.

5. Representation at the Humanitarian Country Team

As in 2014, NCCI continued to have a seat on the Humanitarian Country Team (HCT) in 2015. At the HCT NCCI represented the NGO community in Iraq, thereby raising input and concerns from its member NGOs at the HCT while at the same time feeding back information from the HCT to its members. NCCI also successfully advocated for increasing the number of NGO representatives at the HCT, and organized the election for these representatives in September 2015. For the first time a local Iraqi NGO was elected to the HCT.



AWG meeting held in August 2015 at NCCI's Erbil office

6. Supporting the Cluster System

NCCI provided vital support to develop and strengthen the cluster system in 2015. First of all NCCI coordinated the NGO input for a UN-led review of humanitarian coordination mechanisms. Based on this input, NCCI strongly advocated for the inclusion of NGO cluster co-leads for the cluster system, a goal that was achieved in early 2015 when NGO cluster co-coordinators were activated for every cluster. The Inter-Cluster Coordination group (ICCG) is a vital cross-sectoral decision making body within the humanitarian response in Iraq and empowered NGO involvement on this body was an important step forward towards an inclusive humanitarian coordination structure.



NCCI's General Assembly held in March 2015 in Erbil.

Secondly, NCCI provided logistical support to a number of clusters by hosting cluster coordination meetings and workshops in its offices in both Erbil and Baghdad. Twelve cluster coordination meetings from the WASH, Logistics, Food Security, Emergency Livelihoods and Social Cohesion were held in Baghdad, while the Erbil office hosted a similar number of cluster meetings. Finally, NCCI took up the role as NGO cluster co-coordinator for the Coordination and Common Services cluster alongside UNOCHA.

7. Coordination with the Government

Throughout 2015 NCCI continued its role as a liaison between NGOs, the Central Iraqi Government, the Kurdistan Regional Government and provincial authorities.

From its office in Erbil NCCI expanded coordination and communication with the Kurdistan Regional Government (KRG). NCCI successfully asked the Joint Crisis Coordination Center (JCCC) for a formal written set of guidelines regarding registration and residency in the Kurdistan Region of Iraq (KRI), sharing these guidelines with its members. Supporting coordination and cooperation between the KRG and NGOs NCCI also facilitated a meeting between the Department of Foreign affairs (DFR) and a second meeting with NGOs and the Department of NGOs (DNGOs). In the same vein, NCCI requested and facilitated a meeting in coordination with UNOCHA with the KRG Minister of the Interior and Asayish representatives from each of the KRG Governorates to discuss ways to alleviate impediments to NGO operations in the region (visa restrictions, invasive security checks, access constraints on Arab staff members). The result of the meeting was an agreement with relevant KRG authorities to streamline the processes for registration, visa approvals and Asayish staff checks. In November NCCI invited the deputy director of the DNGOs and the deputy director of the tax department to clarify issues on income tax for NGOs.

In Baghdad NCCI invited representatives of the Joint Coordination and Monitoring Center (JCMC) and the provincial council to a number of general coordination meetings to improve the coordination and information sharing between these bodies and the NGOs operating in central and southern Iraq. NCCI also facilitated the attendance of local council members at cluster meetings and assisted the Anbar provincial council with reaching out to OCHA. On 18 April 2015 NCCI attended a joint emergency cell meeting with representatives from the UN and the Ministry of Displacement and Migration to coordinate the response to the new wave of displacement which followed the fall of Ramadi. NCCI also supported NGO registration through the NGO directorate in Baghdad and together with OCHA facilitated the issuing of emergency visas for Baghdad.

8. Coordination with Donors

NCCI continued to act as a focal point for donors involved in the humanitarian operation in Iraq. On a regular basis NCCI shared contact information of relevant donors with its members. NCCI also facilitated a number of meetings between donors and NGOs and represented the wider NGO community towards international donors. NCCI attended a donor strategy meeting held by the Department of International Development (DfID) and the British consulate in Erbil in October and later that month assisted ECHO with meeting national NGOs operating in central Iraq. In November NCCI coordinated a donor meeting to allow for an open exchange between four of the key institutional donors in Iraq and NCCI members. The meeting was attended by over 45 NGOs and touched on several key topics of common concern including IDP returns, humanitarian access, contingency planning, and the role of NNGOs in the response and donor strategies for the year ahead.

9. Coordination with International Fora

Coordination and cooperation with international fora and actors was also part of NCCI's activities in 2015. From its Amman office NCCI regularly participated in meetings held by the Syria INGO Regional Forum (SIRF), the coordination body for INGO operations in Syria, sharing information and concerns related to humanitarian operations in Iraq while also transferring relevant updates from Syria to its members. After the closure of the Amman office NCCI continued this cooperation remotely. Supporting SIRF, NCCI for example gathered input from its members for the joint NGO paper which was presented at the 'Rethinking Resilience in the Middle East' conference held in Marseille in September, and also organized the election of a local Iraqi NGO representative for the Syria Donor Conference in London planned for February 2016.

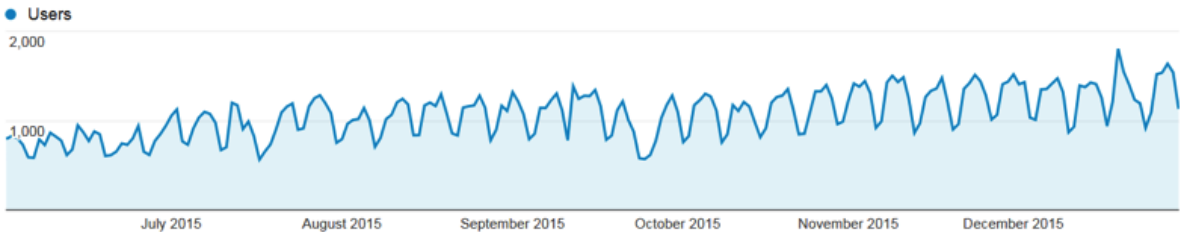
Representing NGOs operating in Iraq, NCCI took part in the Interaction NGO Coordination Workshop held in Washington DC in May 2015. It was also an opportunity to conduct several high level meetings with US government officials and highlight Iraq's concerns.

NCCI also maintains close linkages with ICVA in both Geneva and Amman supporting its activities at a global level to make humanitarian action more principled and effective by working collectively and independently to influence both policy and practice. NCCI, for example, liaised with ICVA to feed in messaging to Geneva level IASC discussions concerning the Iraq response.

B. Information Sharing:

1. NCCI's Website and E-Bulletins

In 2015 NCCI continued to update and expand its website (www.ncciraq.org), which is an important tool for sharing information related to NGO operations in Iraq and the humanitarian situation and general context in the country. NCCI's website has four main purposes. First of all the website showcases activities, announcements and publications of NCCI and its member NGOs. Secondly the website offers context information about the situation in Iraq, including news updates and more in depth reports. Thirdly the website functions as a resource hub for NGOs, offering information about NGO registration, visa procedures, tax payment and other administrative issues. Finally NCCI advertises vacancies and tenders on behalf of its members on its website and also publishes grants and training opportunities relevant for NGOs working in Iraq.



A graph showing the evolution of the number of daily visitors to NCCI's website from June-December 2015

Throughout 2015 the number of visitors to NCCI's website steadily increased, reaching more than 1800 visitors a day on peak times by the end of December 2015 compared with an average of 684 daily visitors by the end of 2014. Search engine optimization, improved content, further integration with NCCI's social media accounts and the move to a new server all contributed to this increase in visitors.

Every Tuesday NCCI sent out its weekly E-Bulletin, which captures the main events and news updates published on its website as well as vacancies, tenders and updates and announcements published by NCCI or its member NGOs. As with the website the E-Bulletins audience steadily increased, reaching more than 4500 subscribers in December 2015 compared to 3500 subscribers at the end of 2014.

2. Online NGO Map

In April 2015 NCCI launched an interactive online NGO map (map.ncciraq.org). The map aims to be an accessible and continuously updated database of NGO activities throughout Iraq in both emergency aid and development.

This interactive map is designed with an easy customizable search and view option for sectors of emergency and development work, NGO names, and geographical coverage of NGOs active in Iraq. NGOs can register themselves for the map which allows them to input and update their activity information. The map also has a feature which allows users to send a request for contact information of the NGOs present on the map. Thus the map is a useful tool for facilitating contacts and partnerships, avoiding duplication of efforts, facilitating relevant research and studies, and much more. All NGOs, UN agencies, international organizations, donors, researchers and others can benefit from this service.

Since its launch in April 2015, 178 NGOs (34 INGOs and 144 NNGOs) have self-registered in the map. More than 3000 people visited the map between April and December 2015, and the map was used to respond to 27 coordination and contact requests from NGOs, UN Agencies, and Clusters.

3. Emails and Contact Database

NCCI continued to manage and update its contact database containing more than 1400 contacts from NGOs, UN agencies, donors, the Iraqi government and other actors relevant for the humanitarian response in Iraq. Using this database NCCI sent out daily emails with information to targeted mailing lists, thereby ensuring the right people receive relevant information while at the same time minimizing overloading people with emails. NCCI also used its contact database to respond to frequent contact requests from its members, UN agencies and other humanitarian actors.

4. Field Report

NCCI's Field Report is a weekly report mapping the number of IDPs and their needs throughout Iraq. The Field Report aims to provide NGOs and other humanitarian actors with up-to-date information about the rapidly changing humanitarian needs all over Iraq. The Field Report is compiled using data provided by NCCI's Field Coordination network and sent out to more than 500 recipients every week. 48 Field Reports were sent out in 2015 with recipients including employees of NCCI's member NGOs, UN agencies and donors. An access reference map is sent out together with the field report. This map contains information about the accessibility of roads for humanitarian operations and is a well-used resource for humanitarian actors looking to work in areas where access constraints are a limitation on their programming.

5. Social Media

NCCI maintained active Facebook and Twitter accounts, through which frequent updates about the humanitarian situation in Iraq as well as NCCI's activities were shared. In 2015 NCCI also opened an Arabic Facebook page and reactivated its LinkedIn page.

C. Advocacy:

IN 2015 NCCI continued its advocacy activities through the Advocacy Working Group (AWG), gathering together NCCI members to discuss priority advocacy concerns and formulate shared advocacy messaging. The group is headed by an NGO co-chair alongside NCCI, a role which was fulfilled at different times by both Oxfam and World Vision.

The AWG continued to advocate on its members' behalf in front of the United Nations and government institutions. One key product of 2015 was a letter to the incoming Humanitarian Coordinator (HC) on her arrival in post to inform her of key advocacy priorities from an NGO perspective. The AWG also facilitated NGO input into a 'fast track' funding drive in February 2015, and then a UN OCHA-led coordination mechanisms review, a key recommendation of which was to install NGO co-coordinators for each cluster, a goal which was ultimately achieved.

In June 2015, NCCI organized a preparation meeting which resulted in an introductory note from NCCI members which was delivered to the Emergency Relief Coordinator Stephen O'Brien during his visit to Erbil. In this note NGOs presented their coordinated concerns and observations about the humanitarian response in Iraq. After the event NCCI received a personal note thanking it for its coordination efforts, which once more proved NCCI's added value in coordinating often disparate NGO voices in advance of such high profile meetings. Later in the year, NCCI facilitated a meeting between NGOs and Assistant Secretary General and Deputy Emergency Relief Coordinator Ms. Kyung-Wha Kang. The AWG supported this meeting by delivering a number of key messages.

NCCI also drafted a letter to the HC on the subject of the challenging rebalancing of coordination activities from Erbil to Baghdad. The letter precipitated a meeting with the HC in which NGO concerns and recommendations were acknowledged. NCCI later facilitated discussions and produced a letter for UNOCHA detailing constraints INGOs are facing with registration in Baghdad, advocating for streamlining the registration process and increasing its transparency. This then became part of a joint advocacy effort between NCCI, UNOCHA and supportive donors to help alleviate these constraints and enable NGOs to work more easily in south and central Iraq.



Panel discussion at the Geneva advocacy event on 26 October 2015.



IDPs from Anbar are being trained on carpeting in Kadhimiya. This training was part of a project implemented by the International Friendship Foundation, an NNGO which benefitted from NCCI's capacity building program.

Besides advocacy efforts within Iraq, NCCI also organized an advocacy event in Geneva titled "Durable Solutions for Displaced People in Iraq: Setting a Framework in a Protracted Crisis." The event took place on 26 October 2015 at the Swiss Mission to the UN in Geneva and was organized in cooperation with NRC, IRC, Oxfam, PAX and Save the Children with the support of SDC. Besides the organizing NGOs the attendants included representatives from two NCCI national NGO members (al-Massalla and KANZ organization), UN agencies and external experts.

The event consisted of two panel discussions in which the participants discussed challenges related to returns and explored possible durable solutions for the displacement crisis Iraq is currently facing. Conclusions from the panel discussions included that durable solutions should be taken into account much earlier during the emergency; a coordinated and collaborative effort towards different durable solutions- not only returns - is needed; and all act-

-ors, including the government and the development actors need to understand their roles and cooperate in their efforts.

D. Capacity Building:

1. UNHCR

During 2015 NCCI continued to support UNHCR's NGO Empowerment Program. In the first phase (six months) of the project 10 NNGOs from Baghdad were selected for capacity building workshops (20 participants). The NNGOs were trained on the UNHCR mandate and protection and field operations. Following the workshops these NNGOs were allotted small umbrella grants to implement small-scale projects for IDPs, returnees and host communities in the fields of livelihoods and vocational training. NCCI mentored the NNGOs throughout the whole project cycle from concept note to proposal, project design, budgeting, implementation, monitoring, and reporting. Five NGOs from the first group were then selected for a second round of grants implemented following the same methodology.

In the second phase (five months), NCCI assessed the organizational capacities of 30 NNGOs who were awarded small grants under this project in the years 2013 – 2015. The assessment covered seven areas: governance, management practices, financial management, human resources, external relations, sustainability, and programmatic experience. The ten NNGOs who obtained the best assessment results were granted small umbrella grants. The results of the assessment were also used to analyze the remaining capacity gaps and inform the direction of the project in 2016.

2. UNICEF

In cooperation with UNICEF NCCI implemented a short two months pilot project between May and July 2015. The goal of the project was to strengthen the capacities of NNGOs from Anbar and Baghdad. NCCI conducted a capacity building workshop for the ten NNGOs (20 participants), training them on running rapid needs assessments, conducting hygiene promotions, and the principles of communication for development. Following the workshop these NNGOs implemented a six weeks work plan to assess the urgent needs of new IDPs, run hygiene promotion campaigns and participate in field coordination meetings.

3. Field Coordination Network

In 2015 NCCI reactivated its Field Coordination Network (FCN) to increase field level coordination and information sharing during the protracted humanitarian crisis Iraq is facing. Supporting the FCN NCCI conducted three regional coordination meetings in May-June 2015 and two capacity building workshops for the FCN's focal points in January and July 2015. The workshops focused on humanitarian principles, working principles and the roles of NGOs, the international humanitarian coordination system during a crisis, current coordination mechanisms in Iraq, networking, and information collection skills.



Attendants of the FCN capacity building training organized in Erbil in January 2015.

E. Administrative Support Services:

1. HR/Admin Working Group

The HR/Admin working group is one of NCCI's thematic working groups which held monthly HR/Admin meetings at NCCI's office in Erbil, allowing NGO members the space to coordinate and share information on a range of issues related to human resource management, finance and administration. During 2015 the group's participants, which include HR/Admin staff from NCCI's members, mainly focused on tax payments, labor regulations and best practices in the field of HR, finance and administration in general. To support information sharing NCCI created an interactive Google Drive sheet containing information about useful services for NGOs like banks, insurance companies and translators.

In 2015 NCCI's HR/Admin group facilitated a local staff salary survey in conjunction with MSF and an expat benefits survey led by DRC. Other notable points in 2015 included the production of a shared translation of the new Iraqi labor law, and engaging KRG government officials (DNGOs, JCCC and Tax Department) to address a number of issues related to laws and regulations relevant for NGOs in the KRI. For example NCCI in collaboration with the JCCC and the KRG Ministry of Interior facilitated the issuing of new KR-I visa and residency guidelines.

NCCI also hosted an HR/Admin Skype group with more than 60 participants. The group communicates through Skype on a daily basis, sharing information and addressing daily practical questions raised by its members. The Skype group also functions as a channel for NCCI to gather concerns and issues raised by the group which can then be turned into agenda points for the monthly meetings.

2. Resources Website

NCCI's website features a regularly updated resources section which contains information about NGO registration, visa procedures, labor regulations and tax payment. NCCI also publishes CVs of job seekers interested in working in the humanitarian sector in Iraq in the CV pool on its website. NGOs can search the CV pool to look for suitable candidates for their vacancies.

3. Publication Vacancies and Tenders

One of NCCI's support services for its member NGOs is the publication of vacancies, bids and tenders on its website. Published vacancies and tenders are also sent out with the weekly E-Bulletin. In 2015 more than 2000 vacancies were published on NCCI's website.

NCCI Members & Observers

Members:

#	NGO Name	Status
1	Action Contre la Faim (ACF)	INGO
2	Agency for Technical Cooperation and Development (ACTED)	INGO
3	Adventist Development and Relief Agency (ADRA)	INGO
4	Afkar Society for Development and Relief	NNGO
5	Amtna Foundation for Educate & Overcome Difficulties for Needy Families	NNGO
6	Al Haq organization for Human Rights Culture	NNGO
7	Al Nahrain Foundation for Relief & Development	NNGO
8	Al Tahreer Society	NNGO
9	Al Tasamuhia Organization	NNGO
10	Al Zuhoor Women Organization	NNGO
11	Alind Organization	NNGO
12	Al-Mesalla Organization for Human Resources Development	NNGO
13	Association for Women and Children	NNGO

#	NGO Name	Status
14	Asuda	NNGO
15	Association of Teaching Qualifying Children in Iraq (ATQCI)	NNGO
16	Barzani Charity Foundation (BCF)	NNGO
17	Bilady Humanitarian Organization	NNGO
18	Bunyan Foundation for Human Being Construction	NNGO
19	Buthoor Al-Khair	NNGO
20	Care Deutschland-Luxemburg (Care DL)	INGO
21	Caritas Switzerland	INGO
22	Civil Development Organization (CDO)	NNGO
23	Charitable Association for Widows and Orphans Care	NNGO
24	Christian Aid	INGO
25	Cordaid	INGO
26	Danish Refugee Council (DRC)	INGO
27	Dijlat Al-Khair Humanitarian Organization	NNGO
28	Dorcas	INGO
29	Emergency	INGO
30	Fatima House	NNGO
31	Federazione Organismi Cristiani Servizio Internazionale Volontario (FOCSIV)	INGO
32	Generation I	INGO
33	Handicap International	INGO
34	Haraa Humanitarian Organization	NNGO
35	HARIKAR	NNGO
36	Heartland Alliance	INGO
37	Humanitarian Charity Organization	NNGO
38	Human Relief Foundation (HRF)	INGO
39	iMMAP	INGO
40	International Medical Corps (IMC)	INGO
41	International NGO Safety Organisation (INSO)	INGO
42	Internews	INGO
43	INTERSOS	INGO

#	NGO Name	Status
44	Iraqi Al Amal	NNGO
45	Iraqi Association for Human Rights in Basra	NNGO
46	Iraqi Foundation	INGO
47	International Rescue Committee (IRC)	INGO
48	Islamic Relief Worldwide (IRW)	INGO
49	JEN	INGO
50	Japan International Volunteer Center (JVC)	INGO
51	Kalat Organization for Relief and Development	NNGO
52	Kanz	NNGO
53	K4WS	NNGO
54	Kurdistan Civil Rights Organization (KCRO)	NNGO
55	Kurdistan Reconstruction and Development Society (KURDS)	NNGO
56	Kvinna Till Kvinna	INGO
57	LIFE for Relief and Development	INGO
58	Lutheran World Federation (LWF)	INGO
59	Malteser International	INGO
60	Ma'moura Humanitarian Establishment	NNGO
61	Mennonite Central Committee (MCC)	INGO
62	Medecins du Monde (MdM)	INGO
63	Medair	INGO
64	Mercy Corps	INGO
65	Mercy Hands for Humanitarian Aid	NNGO
66	Mines Advisory Group (MAG) Iraq	INGO
67	Mission East	INGO
68	Millennium Relief and Development Services (MRDS)	INGO
69	Muslim Aid	INGO
70	Nature Iraq	NNGO
71	New Life Organization for Anfal	NNGO
72	Norwegian Church Aid (NCA)	INGO
73	Norwegian Refugee Council (NRC)	INGO

#	NGO Name	Status
74	Norwegian People Aid (NPA)	INGO
75	Oxfam	INGO
76	PAX	INGO
77	Peace Winds Japan	INGO
78	People in Need (PIN)	INGO
79	Première Urgence-Aide Médicale Internationale (PU-AMI)	INGO
80	Qandil	INGO
81	Rehabilitation, Education and Community Health (REACH)	NNGO
82	Relief International	INGO
83	Salam Al Rafidain	NNGO
84	SALT Foundation	INGO
85	Samaritan's Purse	INGO
86	Save the Children - International	INGO
87	Seeking to Equip People (STEP)	INGO
88	Tajdid Organization	NNGO
89	Tearfund	INGO
90	Terre Des Hommes Italy (TDH Italy)	INGO
91	Terre Des Hommes Switzerland (TDH Swiss)	INGO
92	Triangle Génération Humanitaire	INGO
93	The United Iraqi Medical Society for Relief and Development (UIMS)	NNGO
94	Foundation United for Relief & Abiding Development (FUAD)	NNGO
95	Un Ponte Per (UPP)	INGO
96	Voice of Old People (VOP)	NNGO
97	WARCHILD UK	INGO
98	Welthungerhilfe (WHH)	INGO
99	Women for Women International -US	INGO
100	Women Rehabilitation Organization (WRO)	NNGO
101	World Vision	INGO
102	ZOA	INGO

Observers:

#	NGO Name	Status
1	French Red Cross (FRC)	Observer
2	Médecins Sans Frontières - Spain (MSF-S)	Observer
3	Médecins Sans Frontières - France (MSF-F)	Observer
4	Médecins Sans Frontières - Holland (MSF-H)	Observer
5	Médecins Sans Frontières - Switzerland (MSF-Swiss)	Observer
6	International Committee of the Red Cross (ICRC)	Observer

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