contents

• Overview 04
• Protection 07
• Shelter 13
• Cash 16
• Education 19
• QIPs & CSPs 24
• CRI & Winterization 26
• Role of CMO Units 28
• October Emergency Response 32
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>QIPs</td>
<td>Quick Impact Projects</td>
</tr>
<tr>
<td>POS</td>
<td>People of Concern</td>
</tr>
<tr>
<td>IDP</td>
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<td>QIPs</td>
<td>Quick Impact Projects</td>
</tr>
<tr>
<td>CSP</td>
<td>Community Service Project</td>
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<td>Core Relief Items</td>
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<td>NFI</td>
<td>Non Food Item</td>
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<td>SGBV</td>
<td>Sexual and Gender Based Violence</td>
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<td>Water, Sanitation and Hygiene</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>KRI</td>
<td>Kurdistan region of Iraq</td>
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<td>CMO</td>
<td>Country Management Office</td>
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<td>PARC</td>
<td>Protection Assistance &amp; Reintegration Center</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNFPA</td>
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<td>United Nations Development Programme</td>
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<td>The United Nations Children’s Fund</td>
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<td>BOQ</td>
<td>Bill of Quantities</td>
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<td>DTM</td>
<td>Displacement Tracking Matrix</td>
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<td>GBV</td>
<td>Gender-based violence</td>
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<td>ISF</td>
<td>Iraqi security forces</td>
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<td>ISIL</td>
<td>Islamic State of Iraq and the Levant</td>
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<td>Middle East Research Institute</td>
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<td>Non Food Item</td>
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<td>Non Governmental Organization</td>
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<td>Protection Assistance &amp; Reintegration Center</td>
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<td>Quick Impact Projects</td>
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<td>RFQ</td>
<td>Request for Quotation</td>
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<td>SGBV</td>
<td>Sexual and Gender Based Violence</td>
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<td>SOP</td>
<td>Standard Operating Procedure</td>
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<td>World Food Programme</td>
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In 2017, Iraq witnessed a volatile dynamic change in the trends of displacements and returns. This can be attributed to the continued military operation throughout 2017 to retake areas under the control of ISIS. As of January 2017, According to IOM’s Data Management Tool, 3 million internally displaced persons were identified after January 2014. For the same period, the DTM has identified in Iraq 1,397,016 returnees.

In February, the Iraqi government commenced the military operations to retake west Mosul. This resulted in an increased number of displacement from Mosul which amounted to approximately 85,000 individuals.

By June, the numbers of displacements exceeded the hundreds of thousands. 380,000 IDPs (over 63,000 families) were displaced to east Mosul due to the west Mosul operations.
The wide military operations affected a number of cities in Iraq including west Anbar in which the number of displacements reached 52,200 individuals in September.

According to IOM, the humanitarian crisis spanned to cover the majority of Iraq but drastically increased when the Kurdish forces handed over the disputed areas of Iraq to the Iraqi Security Forces. By October, more than 184,000 people had been displaced, almost half of them from Kirkuk. A total of 78% of IDPs from this crisis headed for the Kurdish Region of Iraq. The main hotspots were Tooz district in Salah al-Din and Kirkuk district, Makhmour district in Erbil and Telafar in Nineva Governorate.

As for the returnees, Iraq witnessed a gradual, relatively stable increase in returnees as many areas were liberated. In December 2017, more returnees (3.2 million individuals) were recorded than displacement (2.6 million individuals). This was first, since the beginning of the Iraq displacement in December 2013 across the country.

As of December 2017, The Governorate of Dohuk hosts 362,898 IDPs and 86,634 refugees according to UNHCR. In addition, 188,406 IDPs (31,401 families) displaced from within Iraq have relocated to Sulaymaniyah Governorate plus 31,616 refugees. In Erbil, (255,672) IDPS are currently residing in the Governorate and 120,697 refugees.

The humanitarian crisis, due to the large number of IDPs and refugees, drew the attention of international media as well as humanitarian stakeholders to respond to the situation accordingly. QANDIL has been at the forefront of humanitarian response to address the challenges affecting IDPs and Refugees through its multifaceted projects.

The dynamic nature of humanitarian crisis plus the constantly changing humanitarian situation, created a number of challenges which are to be expected in the race against time to assist the persons of concern in an efficient and effective manner.

QANDIL’s multifaceted projects aimed to address the protection concerns facing IDPS and refugees on micro and macro levels. Thus creating a movement through which personal and communal issues were
dealt with simultaneously.

The IDP and Refugee PARC project, focused on providing direct legal assistance to individuals through any of the services offered by the staff which may be of assistance to the Person of Concern (PoC). While the outreach project, aimed to address communal issues through campaigns, capacity building, awareness events and assessments.

This combined with the other various projects such as cash assistance, seasonal distribution and infrastructure renovation functioned as a whole coherent scheme which provided the Persons of concern with the necessary services and tools to recover from the direct impact of displacement while empowering the community through encouraging and improving the quality of education and capacity building.

While striving to reach and provide aid, QANDIL, as an international NGO faced a number of challenges ranging from obtaining security clearance to specific areas, responding to the sheer number of aid requests in a time critical situation and cope with the ever-changing security situation plus deliver the needed items in a short period of time.

Nevertheless, as innovation is considered one of QANDIL’s strong points, different solutions were tailored to address the different challenges which could have potentially affected the implementation of the project. Solutions such as coordinating with the different working NGOs to obtain security clearance or utilize governmental mobile health units to register IDPs reflect the thorough understanding of QANDIL’s staff of the situation.

Since 1991, QANDIL’s commitment and strong drive to become a beacon of hope for those in need, became a consistent reminder of the noble message which each of QANDIL’s staff bears. This continuously motivated QANDIL to go above and beyond the conventional methods to find innovative solutions. Thus, over the course of decades of service, QANDIL’s numerous innovative solutions most recently The Mobile Court, gained the attention of international media such as Aljazeera news channel and became the source of many happy stories which echoed throughout the world.

QANDIL’s successful legacy throughout time, is not only shared by the thousands of satisfied IDPs and refugees. It is a reflection of the resilience of QANDIL against the test of time and a testimony of the achievements of QANDIL in the coming years.
As the number of IDPs were increasing in the early period of 2017, the majority of IDPs plus refugees were in dire need of protective and legal services. These protection concerns ranged from issuing legal documents to cases of sensitive nature such as detention cases.

Thus, QANDIL’s main focus addressed certain protection concerns in two key part projects: **Legal Assistance** and **Outreach**. QANDIL has created a favorable protection environment for POCs in KRI, by enabling them to access their rights and promoting community-based protection & interventions in addition to conducting protection monitoring with legal services to vulnerable households.

Through QANDIL’s PARC project, Qandil was able to provide direct legal assistance and legal counseling to the targeted population. The Project operated in Erbil governorate in the KRI. It provided POCs with services such as re-issuing and/or renewing civil status documentation, legal representation for IDPs, specialized legal assistance for (SGBV) Survivors, legal assistance for separated and unaccompanied children and in an unfamiliar legal environment, legal counseling on birth registration procedures in the KRI.

“I went to a sewing course and learnt all the basics, now I have my own shop, and stopped my kids from selling tissues on the street, and providing for my family”

A beneficiary
Through the provision of specialized legal services, QANDIL strengthened the protection environment and enabled POCs to access their basic rights within the KRI.

The Outreach Project which is implemented in Erbil and Duhok governorate, aimed to engage members of the IDP, refugee (Syrian and non-Syrian) and host communities in protection operations. The project’s community based protection initiatives were implemented through a multifaceted implementation strategy based on protection case identification, community resource mapping, mass information dissemination, the facilitation of community empowerment initiatives, and participatory activities that seeks to strengthen and build local capacity. Supporting QANDIL in its outreach operations are Outreach Volunteers from the IDP, Syrian and non-Syrian refugee, in addition to members from the host community directly supervised by Outreach team leaders and indirectly supervised by the Outreach Project Manager.

A youth component has been introduced to the Outreach project in Erbil to support the empowerment and resilience of the youth population. The Outreach team has collaborated with community centers, local networks and partners to implement activities for youth and adolescents. The activities were community led by refugee, IDP, and host communities who were involved in the planning, execution, and monitoring of activities. Age and gender diversity were maintained and all subgroups were encouraged to participate to foster peaceful coexistence. The activities ranged from informal language and tutoring courses, vocational trainings, information sessions, awareness and sensitization activities to other various community led activities.
An Outreach Volunteer, teaching the beneficiaries how to draw.
Gender-based violence, specifically Sexual and Gender Based Violence (SGBV), is a widespread and alarming issue for the affected population. Sexual violence is used as a tactic of terror in the armed conflict, primarily targeting women and girls of specific ethnic and religious minority groups in Iraq and Syria. Those living in areas under ISIL control are at risk of rights violations, abduction, sexual slavery, rape, torture, and abuse. As displacement becomes protracted, families resort to negative coping mechanisms under the strain of prolonged uncertainty and diminishing resources.

QANDIL, in partnership with UNFPA, is conducting a joint project to support 7 local NGOs consisting of 21 Women social Centers working on Women’s initiatives and victims of Sexual and Gender based Violence. The main aim of the project is to strengthen prevention and response to GBV among women and girls in camp, and non-Camp settings through the use of established women spaces and ensure that women/girls, Refugees/IDPs/HCs have appropriate access to listening, counseling services, as well as to recreational activities, as entry points for awareness raising on GBV issues including referral to other specialized services.

**Finance**
Assume Financial Control over Local Non Government Organizations, by ensuring proper documentations of all payments and documents (invoices, receipts, pay slips, transfer slips, etc.).

Produce Monthly, Quarterly, and Annual financial reports such as face forms, Activity Plan Sheet, and work plan, audit and filling

**M&E**
Receive, validate, compile, and submit reports through platforms such as Activity Info. Result monitoring tool Report, and Progress Repor.

Regular monitoring visits to the local NGOs to ensure implementation is in accordance with requirements and reported data. Cluster Representations of NGOs in Cluster, and Sub-Cluster meetings across KRI.
Vocational and Education Training Centres have a significant impact on establishing a supportive medium which supports the integrity of society members, maintains sustainability and combats terror to build peace in the community.

In 2017, QANDIL in partnership with GIZ implemented a Social Support and Life skill project for IDPs in Debaga camp. The project aimed to enable the participants in the trainings to obtain required skills and qualification and increase their chances of employability. The activities included workshops in: plumbing, Mobile maintenance workshop, Mobile maintenance workshop, Sewing, Knitting, Painting and electrical works.

**VOCATIONAL TRAININGS**

- Plumbing: 140
- Painting: 122
- Tailoring: 161
- Electricity: 167
- Mobile: 125

**SOCIAL TRAININGS**

- Arabic: 142
- English: 143
- Sewing: 94
- Computer: 167
- Kurdish: 67
- Agriculture: 14
- Ceramic: 19
- Art: 124
- Music: 119
LIVELIHOOD PROJECT
Funded by GIZ
Debaga IDP Camp, Erbil, Iraq
2017

IDP children getting their certificates for participating in a language course.

Credit
© QANDIL
During the peak of the humanitarian crisis, KRI hosted vulnerable people who fled due to the military operations in Iraq and Syria. The large number of migrants led to a hazardous overpopulation which led many IDPs and Refugees to inhabit unfinished structures, open areas or mutually rent an apartment due to the expensive rent. This dangerous trend continued in 2017 and caused a number of health risks due to poor living conditions.

QANDIL’s objective was to target the shelter needs of The population of concern which included providing adequate shelter, protection from the elements, privacy, comfort and emotional security. Thus QANDIL’s intervention ensured to protect the dignity of the affected population as it is considered an essential and crucial part of the humanitarian response. In 2017, QANDIL increased its intervention in the shelter cluster through shelter construction and rehabilitation in Erbil, Sulaymaniyah, and Duhok Governorates. The regular maintenance and major rehabilitation projects, developed the existing shelter units, infrastructure and the general well-being of the POCs.

QANDIL’s maintenance activities successfully covered 5 camps in Sulaymaniyah governorate, in addition to 25 major rehabilitation projects.

“I was not allowed to leave the house after sunset, the camp was completely dark. After the lights were installed, now I can freely get out of the house after sunset”

A Female beneficiary
SHELTER

ARBAT REFUGEES CAMP, SULAIMANIYAH, IRAQ
2017

Before & after of a shelter upgrade.

CREDIT
© QANDIL
Shelter Activities Project

The aim of the project was to improve the living condition of the POC through day to day shelter maintenance. The project locations are:
After a number of comprehensive assessments conducted by QANDIL’s PARC teams in 2017, the findings suggested that a large number of IDPs and refugees were in need of cash assistance. This was due to the harsh living conditions plus the relatively low job opportunities. Cash assistance to many vulnerable individuals could potentially address and solve a number of various issues ranging from health to providing basic needs.

Thus, humanitarian stakeholders view Cash-based intervention as a tool to provide protection, assistance, and services to the most vulnerable POCs. Cash and vouchers are used by POCs to secure their access to food, water, healthcare, and shelter. Thus allowing them to build and support livelihoods plus facilitate voluntary repatriation. The expected outcome of Cash Assistance is to mitigate the need of POC to resort to detrimental coping strategies, such as survival sex, child labor, family separation and forced marriage. QANDIL’s adoption of the no-harm policy supported the local economy which allowed for better social cohesion and peaceful coexistence with host communities.
CASH ASSISTANCE

ASHTI CAMP, SULAIMANIYAH, IRAQ
2017

IDPs Receiving MPCA, Qandil staff documenting a beneficiary’s information.

CREDIT
© QANDIL
In 2017, QANDIL implemented two Cash Based Intervention projects (Cash for Winterization) and (Multipurpose Cash Assistant).

The number of families who received this aid per governorate is as follows:

- **Duhok**: 3,829 families, $2,695,200
- **Erbil**: 3,054 families, $3,155,800
- **Sulaimaniyah**: 1,900 families, $648,290

**A TOTAL OF 8,783 FAMILIES RECEIVED $ 6,499,370**
According to Regional Refugee & Resilience, the ongoing financial crisis of the KRI Government limited the assistance the Ministry of Education (KRI) can provide to refugee students in Iraq. One of the main barriers is that the schools are unable to establish multiple shifts and do not have the capacity to absorb more students. Additional barriers include financial situation of Syrian refugee families, the language of instruction, and lack of textbooks. Limited engagement of youth, majority of them are out of school or unemployed, there are limited vocational training options particularly for girls.

The New York Declaration for Refugees and Migrants emphasizes education as a critical element of the international refugee response. Every individual should be entitled to attend school and learn. QANDIL’s contribution to the education cluster was specifically devoted to grant children access to quality education. In order to reach the most vulnerable children in the most challenging situations, innovative solutions were tailored by QANDIL to fit the local context and support the community to build a resilient education systems. This was achieved through multiple activities which included Parent Teacher Association, catch up classes and courses.

In 2017, QANDIL’s contribution to the education cluster was conducted through two projects composed of soft and hard components.

“My family didn’t have money to buy me school stuff, after my parents found out all my friends are getting bags and copybooks from QANDIL, they told me to go back to school”

A beneficiary who benefited from the Education Project
EDUCATION

Deraluk, Duhok, Iraq 2017

Back to School Campaign, cleaned the school and distributed notebooks to IDP and Refugee students.

CREDIT
© QANDIL
In 2017, Education activities within QANDIL include two sessions composed of soft and hard components.

The first session’s soft component targeted the Syrian refugee students in/out of camps in Sulaimaniyah at primary and secondary levels.
The **second session’s soft component** was directed toward Syrian refugee students in/out camps of Sulaimaniyah at primary and secondary levels.
The **hard component** was divided into two sections. The first is Minor Rehabilitation of 7 Refugee Schools and the second is Improving, rehabilitating, and providing special education for students with special needs: Minor Rehabilitation of 7 Refugee Schools.

The minor rehabilitation of refugee schools project aimed to improve the structure of 7 refugee schools to accommodate the need of specially abled beneficiaries in the Sulaimaniyah governorate of Kurdistan region of Iraq. Secondly, improve, rehabilitate and provide special education for students with special needs.

In addition, various activities were conducted by QANDIL to positively influence the Education sector, by the outreach project. The Back to school campaign, was held by the outreach team in order to promote education.
Quick Impact Projects (QIPs) are small-scale, low-cost projects that are planned and implemented within a short time frame to increase social cohesion amid host Communities and POCs. QIPs help create conditions for sustainable solutions for refugees and returnees through rapid interventions. It also helps community participation, provide for small-scale initial rehabilitation and enable communities to take advantage of development opportunities. In 2017, QANDIL implemented 3 QIPs projects in Duhok that impacted more than 5,000 people of concern in the areas of Duhok, Summel, and Akre within Duhok governorate. These projects were aimed at refining the livelihood and living standards of the impacted population. The main projects focused on supplying medical equipment for the Directory of Health of Duhok (60,500$), establishing 2 wells in Summel (19,256$) and constructing 2 water projects in Kurdistan neighborhood in Akre district.
QIPs

WATER NETWORK REHABILITATION, AKRE, DUHOK 2017

Quality check by QANDIL Technical and M&E Team

CREDIT
© QANDIL
Core Relief Items (CRIs) are one of the most crucial supplies that POCs need after displacement. Items such as tents, quilts, blankets, kitchen sets, and other which help deliver a temporary shelter for POCs to live in.

QANDIL teams have ensured that CRIs are provided in a timely manner to the displaced population and refugees. In order to meet the urgent demand for CRIs, distribution teams worked around the clock to ensure that these people are living in adequate protected environments and are also receiving urgent assistance on time.
Mala Omar, Erbil, Iraq
2017
IDPs receiving kerosene distribution.

CREDIT
© QANDIL
ROLE OF COUNTRY MANAGEMENT OFFICE

Monitoring & Evaluation
Human Resources
Finance
Procurement
A crucial part of QANDIL's planning is outlining the implementation arrangements, which includes developing a framework for effective monitoring and evaluation (M&E). Good planning, combined with effective M&E, can play a major role in enhancing the effectiveness of program development and progress. M&E has always helped QANDIL learn from past lessons and best practices.

M&E has equally benefited QANDIL in creating a result-oriented culture throughout the entire organization; it is well understood by every member of QANDIL that results should be delivered on time, within the provided budget and with the quality that both the Donor and QANDIL require and the PoCs deserve.

QANDIL has established an M&E department that consists of proactive qualified personal who conduct regular monitoring visits to project implementation sites. Managed by an M&E manager, this department ensures that performance and operational monitoring are conducted in the most appropriate manner.

While performance monitoring ensures the effective and efficient use of resources, M&E’s operational monitoring ensures that:

- All project activities are conducted according to the work plan and schedule;
- Challenges, problems, and obstacles are reported with timely actions and decisions taken;
- Activities are leading to the expected outputs;
- Budget expenditures are on time and within the agreed limits;

M&E’s major contributions in 2017:

1. M&E provided direct feedback and consultancy to the Country Director per request regarding all activates of QANDIL;
2. Over 250 monitoring visits were made to the implementation sites (multiple donors) to assure the quality of the implementation is taking place as per the agreed on SoP, BoQ and taking rectifying action if required. 115 visits were made only for the UNHCR projects. The lessons learned were presented to the relevant program staff;
3. In the first two months of 2017, M&E revised the (documentations samples) of all the projects from 2016 to ensure that all the required documents (finance, procurement and HR) are present and ready for auditing parties;
4. Presented an updated presentation on M&E, especially to the new staff as well as other presentations on capacity building and HSE matters;
5. Supported other departments such as Program, Finance, Procurement, HR and Communications.
6. Assisted the Country Director on quality assurance aspects and lead on certain mechanis;
7. Assisted the Country Director in writing and producing different reports.
Human Resources

The HR department has been continuously supporting the organization to manage, create, implement and supervise policies/regulations, which are mandatory for every employee. In 2017, all the necessary requirement related to the HR had been provided such as: recruitment, maintaining staff documentations and file, appraisals, payroll management and resolving conflicts.

The nature of the humanitarian response requires taking action in a timely manner which is both necessary and challenging. The number of QANDIL employees reached 766 in 2017. In the last two months, of 2017, a total of, 217 employees were recruited in the course of ten days. QANDIL has a transparent, rigorous and effective recruitment system which commences by announcing the position, receiving online applications, shortlisting, testing, interviewing and finally recruiting the most suitable candidate. During emergencies, the HR ensured to abide by QANDIL’s policies and the proper procedures were followed.

HR department of QANDIL assured that equal opportunities had been given to all the entities, ethnicities, races, genders and religious group.

The HR department has a comprehensive plan for 2018 to enhance the overall functionality of the department.

Procurement/Supply Chain

QANDIL has a prequalified Supply Chain department that delivers the supplies for all the implemented projects across the region in a timely manner. The prequalification by UNHCR enables the department to procure goods and services as per QANDIL’s Procurement Policy without referring back to donors.

In 2017, a total of 22 tenders totalling $2,349,567 have been prepared and opened. Contracts were awarded as per QANDIL’s procurement policy.

A total of 15 RFQs were prepared, opened and purchase orders were awarded as per QANDIL’s procurement policy. During the last two months of 2017, a total of 8 Requests for Quotations (RFQs) have been prepared and purchase orders awarded for the winterization activities across the region.

During November, QANDIL allocated USD 23,330.00 to purchase basic needs for food and non-food items for the IDPs. The supply chain department took emergency procurement measures to provide the items within only 3 days from the request date.

In addition to the purchase of goods and services, the following procurement duties were conducted in 2017:

- **Asset Verification:** 1st and 2nd physical asset verification were conducted for all QANDIL and UNHCR’s items across the all governorates of Erbil, Suli, Duhok and CMO;
- **Cost Savings:** The rented properties are annually reviewed, negotiation and renewing contracts took place accordingly;
- **Procurement Policy:** QANDIL’s Procurement policy was shared with the relevant staff to increase awareness of the policies and procedures;
- **Warehouse management:** in 2017 QANDIL managed UNHCR’s warehouse in Erbil, which remained as a hub for tens of national and international NGOs to collect goods and distribute items.
Finance

In 2017, QANDIL received the total amount of 36,036,333 USD as funding from different donors, the figures show the consistency in QANDIL’s performance and the level of confidence between QANDIL and the continuing donors (UNHCR, UNFPA and UNICEF).

This highlights the respectful reputation that QANDIL has built which resulted in attracting new donors (GIZ, WFP and MERI), the breakdown of 2017 fund per donor is as follows:

In 2017, QANDIL has utilized 35,678,171 USD out of the total fund (which represents 99%), the remaining 358,162 USD will be refunded to UNHCR. No refund will be made to Unicef, UNFPA, GIZ, WFP and MERI since the expenditure rate was 100%.

From the projects implemented, QANDIL has received the amount of 883,760 as Project Headquarters Support Cost (overhead). In addition to the regular donors audit, QANDIL is annually audited by international auditors. 2017 has been the fourth consecutive year that QANDIL has not received any major notes or reports from the auditor.

The recommendations have been clean notes for further enhancement. Below is the list of auditors for 2017:
- BDO (for UNHCR projects);
- Moorestephans (for UNFPA projects);
- Moorestephans (for GIZ projects);
- Sonora revision (for QANDIL entity audit);
- Iraqi Local audit.

The Finance Department and QANDIL’s Headquarter have worked intensively on implementing a new computerized accounting software “Fortnox”. Fortnox is in place and fully functional with monthly closing plans agreed on with HQ.
On October 16th, the escalated conflict between the Central Government of Iraq and KRI lead to an IDP influx in the city of Tuz Khurmatu which is located 88 km south of Kirkuk. On October 22nd, following a wide scale assessment, QANDIL’s Emergency Response Committee decided to distribute emergency kits which were consisted of essential food and non-food items.

Two days later, over 1,500 packages were prepared for distribution and on October 25th, QANDIL’s staff successfully distributed 1,237 packages to the IDPs in more than 25 locations in Sulaimaniyah/Garmian areas and 600 beneficiaries received aid in Eribli/Koya areas. The remaining of the packages were distributed in other locations and camps in Sulaimaniyah region.
Emergency Response

Sulaimaniyah Field Office, Iraq
2017

Preparation for Emergency Response to new arrivals from Duz.

CREDIT
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Italian City 2, Villa No: 387-388, Erbil, Kurdistan – Iraq

Published Jan 2018
The production team would like to extend their gratitude to all of QANDIL’s staff and respectful head of departments (M&E, Program, Finance, Procurement, HR, and Communications) for their contribution.

Disclaimer
Stories involving beneficiaries may have had names or locations altered to protect the identities of those featured. If more specific information is required on a person featured in a story or if you would like to work with QANDIL directly for journalistic purposes please contact communications@qandil.org directly, requests will be followed up on a case-by-case basis. Unless otherwise stated all photographs and content have been taken by QANDIL staff and are therefore the property of QANDIL organization. A number of staff contributed to the photographic content of this annual report, if you have any questions or comments about a specific picture please contact communications@qandil.org.
The board of directors would like to express its deep and sincere thanks to the entire staff, which for Qandil, has worked and supported lots of people in challenging situations.

Thank you for your dedication and passion for humanitarian work!

Carina Ericsson, President

Bengt Johansson

Karouk Said

Dara Ahmad

Inger Josberg

Stefan Holmström

Tomas Tjäderborn

Nawsad Saleh