WORKSHOP REPORT

Accountability to Affected Populations (AAP)

24 March 2014
ICVA Regional Approach

ICVA is a global consortium of over 75 NGOs and networks with members based in OECD countries, Asia, the Middle East and Africa. As a privileged interlocutor of UNHCR with a 50-year history, one of our core focal areas is forced displacement. Our current strategy also includes humanitarian coordination (Inter-Agency Standing Committee bodies), humanitarian financing (including pooled funds), humanitarian principles, and quality and accountability as focal areas, each with activities around partnerships, policy and practice. ICVA is a vital platform for increased collaboration and coordination between NGOs and other humanitarian actors, which is crucial to improving the lives of communities affected by humanitarian crises.

STRENGTHENING HUMANITARIAN POLICY AND ADVOCACY

ICVA's role in leading NGO thinking and dialogue on policy and practice starts with bringing members, non-member NGOs, and other partners together in a continuous dialogue on policy and practice. ICVA's convening role fits well with providing the membership with information and analyses on the relevance or potential implications of new trends and developments in the humanitarian sector. The added value of the ICVA network, for its members, is being able to influence humanitarian policy based on the collective work of NGOs in country. For non-NGO partners, ICVA is a key interlocutor, as it plays a representational role for NGO thinking on key humanitarian issues.

IMPROVING NGO COORDINATION TO SUPPORT HUMANITARIAN OPERATIONS

Building on its role in influencing humanitarian policy and advocacy, ICVA adds value to humanitarian action by facilitating and supporting NGO coordination at the global, regional, and where needed, at the country level to help strengthen NGO voices. It also promotes quality and accountability in humanitarian action.

For more information on the activities in Middle East and North Africa please contact our Regional Representative, Reza Kasrai (reza.kasrai@icvanetwork.org).

In West and Central Africa contact our Regional Representative, Liliane Bitong (liliane.bitong@icvanetwork.org).

In Asia contact our Regional Representative, James Munn (jamie.munn@icvanetwork.org).
Background and Objectives

The impact humanitarian work has on communities depends upon the quality of services and the accountability of actions both during emergency and non-emergency phases. With millions of people affected by disasters and conflicts across the globe, understanding which Quality and Accountability (Q&A) tools are utilized by humanitarian organizations is paramount.

One-day workshops with the aim of improving knowledge regarding commitments to accountability to affected populations (AAP), and strengthening accountability frameworks of programmes were held in Beirut and in Amman respectively, on 4th and 6th March 2014.

The workshop was designed by ICVA to provide a platform where participants playing an active role in disaster response and rehabilitation are given the opportunity to share with and learn from each other on the benefits of using Q&A tools in their work. This one-day workshop adopted a participatory approach with a focus on shared learning based on best practice examples as well as challenges faced by participating organizations as they integrate Q&A into their programme cycle. The participatory approach included presentations, informal sharing, exercises, role-plays and group sharing. It closed with a constructive session on possible implementation plans and follow-up for each participant within his/her organization and specific context.

Seventeen (17) and eighteen (18) representatives of organizations (both national, international and UN) working on the Syrian refugee response in Lebanon and Jordan respectively discussed the basic concepts of accountability and quality management, information/participation/complaints-handling, and their respective organizations’ approach to the IASC commitments to AAP. Participants were also provided with the opportunity to share experiences and lessons learnt in the application of their organization’s quality and accountability standards in their humanitarian practice.

The workshop objectives were the following:

To build and strengthen the understanding of various Q&A practices and to increase the efficiency and effectiveness of Q&A tools in addressing areas of greatest need in their particular humanitarian context.

By end of the workshop the participants:

- Explored how to apply the Inter-Agency Standing Committee’s 5 commitments on Accountability to Affected Populations (AAP), the Humanitarian Accountability Partnership (HAP) 2010 Standard and the Sphere Handbook 2011 as tools for disaster response;
- Shared how their organizations use the Q&A tools to assist affected populations;
- Examined the HAP Benchmarks and Sphere’s Principles and Core Standards;
- Developed a stronger understanding of how peer organisations apply their organization’s standards and tools, and Code of Conduct.
The agendas for the two workshops are attached at the end of this report.

**Beirut Workshop**  
4 March 2014  
**Key discussion points and outcomes**

1. **Official welcome and opening**

   The workshop began with a brief welcome from Mr. Reza Kasrai, ICVA’s MENA Regional Representative, to explain ICVA’s activities in the region. After a quick introduction and overview of the course, the participants were asked to split into four groups in order to start the working group and discussion.

2. **Practice**

   **G1: Mercy Corps, Relief international, Solidarités International, Hilfswerk Austria Internamtional**
   - Need assessments: sampling
   - Focus Group (break down)
   - Various programs
   - Field visit on satisfaction
   - International standards, Hotlines, online page
   - M&E + Program staff responsibility (HWA)

   **Challenges:**
   - Needs assessments fatigue in communities

   **G2: Search for Common Ground Lebanon, Amel Association International, Oxfam, Jesuit Refugee Service**
   - Various levels of affected communities in proposal development, needs assessments
   - Complains protocol (OXFAM)
   - Do no harm program: dialog between host communities + refugees

   **Challenges:**
   1. Complains protocols:
      - Not formalized, Verbal says informal: documentation is highly needed for the complaints
      - Feedback mechanism may not be systematic
   2. Managing expectations+ understanding processes

   **G3: Handicap International, Concern Worldwide, COOPI, WFP**
   - ACC framework- Implementation
   - Local authorities/Community leaders
   - Need assessment/ focus group
   - M&E field visit regularly (WFP)
   - Home visits for feedback (HI)
Complain box in offices

**Challenges:**
- Inter-agency record
- Referrals
- Joint accountability
- Partners monitoring on quality
- Partners feeding into assessment??
- Mobile teams feedback is difficult
- Overall visibility of humanitarian communication and activities: media role/ political environment impacts on programs vis-à-vis host/refugees communities
- Local communities representation

**G4: IRC, Solidar Suisse, Frontiers Ruwad Association, PU-AMI**
- M&E separated from operational program (PU-AMI)
- Feedback via operational programs team/ survey/ field research (Frontiers)
- System of community group to distribute info (Frontiers)
- Questioners post distribution (IRC)
- Hotline+ log / exit interview of distribution

**Challenges:**
- Identify people to represent the community
- Dealing with complaints for other NGO/UN
- Maintains open dialogue with community
- Priorities +CRM
- Follow up on complaints
- Timeframes for execution and inclusion of AAP
- Alleviating concerns related to complaints
- Hotline missed calls

3. Partnerships

**Aim:** to look at current partnerships with a view to stepping up collaboration further with peers and partners to deliver on AAP commitments in a coordinated and coherent way

**Section A:** Define the key stakeholder groups

**Community:** Host/refugees, national media
1. Visibility more clear
2. To enhance the way of complaints/ information how to complain
3. Improving communication with refugees
4. Proper referral

**Donor:**
Communication/ Partnership principles
To enhance:
1. Inviting them for field visits
2. Monitoring
3. Reporting
4. Information sharing and communication

**Local authorities/ municipalities:**
Mutual accountability / communication coordination
To enhance:
1. Government entities to sign documents to hold them accountable
2. Include people from governments in the coordination

**Security forces: armed state+ non-state**
1. Include them in coordination
We ask them to give us the list of beneficiaries in tense areas so both can get benefit

**Implementing partners**
Partnership principles
To enhance:
1. Communication (being on the field with them)
2. To be involve on the strategic planning
3. Information sharing/ capacity building
4. Work together to enhance target/ indicators

**General public:**
**Civil society:**
**Religious organization**
**Private sector / bank**
**Human resource/ staff**

**Section B:**

1. **Leadership**
   - Implementation plan / M&E plan in terms of accountability
   - Collective responsibility
   - Different benchmark for each staff in the contract to show the accountability
   - Capacity building plan for staff about accountability
   - Workshop include NNGO + INGO to share experiences from their perspective
   - To promote standard in Inter agency level

2. **Transparency:**
   - Choosing partner carefully
   - Do assessment for the partner before working with them
   - Measure capacity to see how much they can handle
   - Participatory plan to implement
   - Develop a clear timeline, reporting system, selecting of beneficiaries, M & E
- Regular meeting to share issues
- Monitoring report to be shared
- Share lessons learned
- Capacity building component for partners

3. CRM (feedback & complaints)
- Distribute info mechanism to beneficiaries + host communities in easily located area
- Referral for outside complain
- Staff & refugees understanding criteria, complaint system

Challenges:
Follow up + staff knowledge on the program + complaints address
Trends analysis of complaints

4. Participation
- Cross-checking NA with existing records
- Verifying partners ACC
- 3rd party mechanism

5. Design, M&E
- Set up measurable indicators
- Ask partners to send pictures
- Provide assistance
- being able to collect information
- Focus group with beneficiaries
- Regular feedback from staff

6. Partnership
- Help partners to identify their gap and help them in capacity building
- Ask national partner to establish dialogue with local authorities
- Conduct workshop + training COC
- Share lessons learned
- Accurate information and data collection

Information sharing in partnership;
- Document and acknowledge the principles
- Right to info
- Recognize security related to beneficiaries vis-à-vis info sharing
- Share complaint / SEA/ COC signed
- Info given to beneficiaries and partner (what, who, where)
- Training material for staff+ website
- Best practice/ case studies

Timing / accountability/ ER
- Type of services
Should be from the beginning/ staffing

Some Recommendation:

1. Practical tools + templates
2. Manage participant expectation / more details to identify topics

Looking Forward
1. Workshop on coordination modules
2. HPs/ COC
3. Potential sphere training / Red R training
4. Humanitarian financing experience with pooled funding
5. Quality of partnership with UN agencies (UNHCR)

Amman Workshop
6 March 2014
Key discussion points and outcomes

1. Official welcome and opening

Opening speech by Mr. David Verboom the head of ECHO regional Office:

Mr. Verboom spoke about ECHO’s policy on accountability to affected populations, and about ECHO’s requirements and regulations on its partners.

Mr. Reza Kasrai, ICVA’s Regional Representative for MENA gave a presentation on ICVA and the Regional Hubs project.

The participants’ expectations for the workshop were expressed as follows:

- Inspiration: response, accountability
- Sharing peer knowledge on tools (M&E, feedback mechanisms)
- Identify standardized tools on Q&A, evaluations, sharing experiences

2. Accountability commitments:

- Feedback response + react
- Participation (child/ beneficiaries led)
- Involvement of affected population at the beginning of project cycle “assessment fatigue”
- Sharing info (to what extend we can share information)
- Right to benefit from quality services
- Real presentation of the community
- Referral
- Responsibility +understanding
- Beneficiary satisfaction
- Strengthening sustainability
- Coordination
- Equity (donor satisfaction vs. AP satisfaction) (quality vs. quantity)
- Challenges (donor driven projects: not based on need assessment)
- Do no harm
- National NGO fatigue by all INGO
- Internal commitment insure you have quality management

3. The IASC Commitments to Accountability to Affected Populations:

1. Leadership
2. Transparency
3. CRM (feedback & complaints)
4. Participation and representation
5. Design, M&E
6. PSEA
7. Partnership

Would you change the order?
- PSEA to be part of COC not accountability
- Feedback +CRM and participation + Representation in one point
- All the point on the same level
- To merge Feedback +CRM, participation + Representation and design + monitoring in one point
- PSEA is a service we provide
- Partnership should be in advance
- Each order may change based on the phase of project cycle
- The priorities change between emergency vs. development approach
- Flexibility
- It’s rely on stability of the context

4. Partnerships

Section A: Define the key stakeholder group

Donor: (bilateral/ multilateral) (Donor government)
Host government: (ministries)
Implementing partners: (NNGOs/ INGOs)
Civil society: CBOs
Private sector: (suppliers, petty traders)
Religious leaders / community leaders
Security forces: (police, intelligence)
Media: (local, regional, international)
General public: (in donor countries + host countries)
UN agencies: (UNHCR)
Humanitarian agencies
Academic institutions
Public service providers
Beneficiaries: (Syrian, Jordanian)

Section B:

1. Leadership + staff
   - Leadership most important than staff
   - Clear knowledge of context relative (power/ priorities) of each standard
   - Should have clear accountability strategy, guidelines
   - Staff should be trained/ accountability included in Job description
   - Review, feedback
   - Leader accountable to staff, to educate, integrate accountability in organization

2. Transparency:
   - Beneficiaries: (manage expectation, services, COC, basic info) by (focus group, meetings, CRM)
   - Staff
   - Community /CBOs: sensitization, their role, what we offer (workshop, events, campaigns)
   - Government: level of cooperation, security info, financial info, permission (reports, meetings)
   - Donor: budget expectation, standards + policies, achievement (reports, meetings)
   - NGOs: coordination, info sharing, referrals, exchange experience (working groups, sharing assessment)
3. CRM (feedback & complaints)

- Should be done by M&E person
- Collecting data (interviews, questionnaire (pre/post), Delphi technique)
- Analysis (software)
- Results (reports, newsletters, matrix, service map)
- We might have committees to play major role in collecting data: to build trust
- Complaints: hotline, complaint box, create safe place where they can come and give us feedback.
- Other feedback: donor, partner

4. Participation + representation

- Participation: stakeholder in design of projects and implementation
- Representation: model of communication (Flyer/radio)

5. Design / M&E
- Assessment
- Participatory approach for design
- M&E teams
- Clear definition for indicators
- Share information and result with stakeholder

**Best practices:**
UNFPA: 3rd party to assess beneficiaries needs
OXFAM: M&E team support program team to monitor the program

**Challenges of beneficiary’s complaint:**
- The complains not collected correctly or not documented
- Lose of data
- Accountability and donor
Suggested background reading

- Introduction to the IASC 5 Commitments on AAP;
- The Code of Conduct: humanitarian principles in practice;
- Introduction to HAP Standard (English) (French);
- Key developments in the Sphere Minimum Standards;
- A focus session on Sphere’s Protection principles, core standards and cross-cutting issues (English) (French) (Arabic).
<table>
<thead>
<tr>
<th>Time</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 – 09:30</td>
<td><strong>Overview of the workshop</strong>&lt;br&gt;Aim: to allow all participants time to know who is who in the group and to create an open learning environment - Welcome and acknowledge individuals' commitment to attending the course.</td>
</tr>
<tr>
<td>09:30 – 10.35</td>
<td><strong>Session I: What is Accountability?</strong>&lt;br&gt;Aim: to introduce participants to the basic concepts of accountability and quality management and establish a common understanding of what they mean in terms of working together as partners in the context.</td>
</tr>
<tr>
<td>10.35- 11.00</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>11.00 – 12.15</td>
<td><strong>Session 2: Information/Participation/Complaints Handling</strong>&lt;br&gt;Aim: to better understand the barriers encountered by affected populations when making complaints and identify how organizations improve or neglect their access to a functioning system, that encourages ownership by the women, girls, boys and men targeted.</td>
</tr>
<tr>
<td>12.15 – 13.30</td>
<td>Lunch</td>
</tr>
<tr>
<td>13.30-15.00</td>
<td><strong>Session 3: Partnerships</strong>&lt;br&gt;Aim: to look at current partnerships with a view to stepping up collaboration further with peers and partners to deliver on AAP commitments in a coordinated and coherent way.</td>
</tr>
<tr>
<td>15.00- 15.25</td>
<td>Coffee Break</td>
</tr>
<tr>
<td>15.25 - 16.15</td>
<td><strong>Session 4: Accountability in Progress</strong>&lt;br&gt;Aim: to provide participants and other partners with the opportunity to share experiences and lessons learnt.</td>
</tr>
<tr>
<td>16.15 – 16.30</td>
<td><strong>Session 8: Wrap-up and final evaluation</strong>&lt;br&gt;Aim: Go back to expectations and challenges. Discuss disagreements or satisfaction. Offer solutions to problems. Underline positive aspects rather than insist on a pessimistic approach. - Go over the parking lot and discuss possible solutions to remaining questions.</td>
</tr>
<tr>
<td>Time</td>
<td>Content</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>09:00 – 09:30</td>
<td><strong>Overview of the workshop</strong>&lt;br&gt;Aim: to allow all participants time to know who is who in the group and to create an open learning environment - Welcome and acknowledge individuals commitment to attending the course.</td>
</tr>
<tr>
<td>09:30 – 10:35</td>
<td><strong>Session I: What is Accountability?</strong>&lt;br&gt;Aim: to introduce participants to the basic concepts of accountability and quality management and establish a common understanding of what they mean in terms of working together as partners in the context.</td>
</tr>
<tr>
<td>10.35- 11.00</td>
<td><strong>Coffee Break</strong></td>
</tr>
<tr>
<td>11.00 – 12.15</td>
<td><strong>Session 2: Information/Participation/Complaints Handling</strong>&lt;br&gt;Aim: to better understand the barriers encountered by affected populations when making complaints and identify how organisations improve or neglect their access to a functioning system, that encourages ownership by the women, girls, boys and men targeted</td>
</tr>
<tr>
<td>12.15 – 13.30</td>
<td><strong>Lunch</strong></td>
</tr>
<tr>
<td>13.30-15.00</td>
<td><strong>Session 3: Partnerships</strong>&lt;br&gt;Aim: to look at current partnerships with a view to stepping up collaboration further with peers and partners to deliver on AAP commitments in a coordinated and coherent way</td>
</tr>
<tr>
<td>15.00-15.25</td>
<td><strong>Coffee Break</strong></td>
</tr>
<tr>
<td>15.25 - 16.15</td>
<td><strong>Session 4: Accountability in Progress</strong>&lt;br&gt;Aim: to provide participants and other partners with the opportunity to share experiences and lessons learnt</td>
</tr>
<tr>
<td>16.15 – 16.30</td>
<td><strong>Session 8: Wrap-up and final evaluation</strong>&lt;br&gt;Aim: Go back to expectations and challenges. Discuss disagreements or satisfaction. Offer solutions to problems. Underline positive aspects rather than insist on a pessimistic approach. - Go over the parking lot and discuss possible solutions to remaining questions.</td>
</tr>
</tbody>
</table>
## Participant List:
### Beirut, Mar 4

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elias Sahyoun</td>
<td>Cash Complaints Officer</td>
<td>IRC</td>
<td><a href="mailto:elias.sahyoun@rescue.org">elias.sahyoun@rescue.org</a>;</td>
</tr>
<tr>
<td>Taline Khansa</td>
<td>Community Site Coordinator</td>
<td>Concern Worldwide</td>
<td><a href="mailto:taline.khansa@concern.net">taline.khansa@concern.net</a>;</td>
</tr>
<tr>
<td>Maeva Drevet</td>
<td>Project Coordinator</td>
<td>Amel Association International</td>
<td><a href="mailto:drevet.maeva@gmail.com">drevet.maeva@gmail.com</a>;</td>
</tr>
<tr>
<td>Elizabeth Lory</td>
<td>Assistant Lebanon Director</td>
<td>Jesuit Refugee Service</td>
<td><a href="mailto:lebanon.assistantdirector@jrs.net">lebanon.assistantdirector@jrs.net</a>;</td>
</tr>
<tr>
<td>Gary Zeitounalian</td>
<td>M&amp;E Manager</td>
<td>Relief International</td>
<td><a href="mailto:gary.zeitounalian@ri.org">gary.zeitounalian@ri.org</a>;</td>
</tr>
<tr>
<td>Morgane Ortmans</td>
<td>DM&amp;E Coordinator</td>
<td>Search for Common Ground</td>
<td><a href="mailto:mortmans@sfcg.org">mortmans@sfcg.org</a></td>
</tr>
<tr>
<td>Boram Lee</td>
<td>Inclusion and Advocacy Coordinator</td>
<td>Handicap International/Helpage International</td>
<td><a href="mailto:boram.lee@helpage.org">boram.lee@helpage.org</a></td>
</tr>
<tr>
<td>Marie Grasmuck</td>
<td>AME Coordinator</td>
<td>PU-AMI</td>
<td><a href="mailto:lib.ame@pu-ami.org">lib.ame@pu-ami.org</a></td>
</tr>
<tr>
<td>Sarah Kouzi</td>
<td>Director of M&amp;E</td>
<td>Mercy Corps</td>
<td><a href="mailto:skouzi@lb.mercycorps.org">skouzi@lb.mercycorps.org</a></td>
</tr>
<tr>
<td>Pascale Daou</td>
<td>Project assistant</td>
<td>Hilfswerk Austria Internamntional</td>
<td><a href="mailto:Pascale.daou@hwa.or.at">Pascale.daou@hwa.or.at</a></td>
</tr>
<tr>
<td>Stephanie Laba</td>
<td>Field Monitor Assistant</td>
<td>WFP</td>
<td><a href="mailto:stephanie.laba@wfp.org">stephanie.laba@wfp.org</a></td>
</tr>
<tr>
<td>Maria Ghazzaoui</td>
<td>MEAL Officer</td>
<td>OXFAM</td>
<td><a href="mailto:mghazzaoui@oxfam.org.uk">mghazzaoui@oxfam.org.uk</a></td>
</tr>
<tr>
<td>Caroline de Paulin</td>
<td>Field coordinator</td>
<td>Solidarités International</td>
<td><a href="mailto:Field.coo.tripoli@solidarites.leben.org">Field.coo.tripoli@solidarites.leben.org</a></td>
</tr>
<tr>
<td>Simone Sarcia</td>
<td>Head of Mission</td>
<td>Cooperazione Internazionale</td>
<td><a href="mailto:Lebanon@coopi.org">Lebanon@coopi.org</a>;</td>
</tr>
<tr>
<td>Houry Jinbahian</td>
<td>Field Monitor Assistant</td>
<td>WFP</td>
<td><a href="mailto:Houry.jinbahian@wfp.org">Houry.jinbahian@wfp.org</a></td>
</tr>
<tr>
<td>Philippa Shala</td>
<td>Technical Specialist</td>
<td>Solidar Suisse</td>
<td><a href="mailto:tech.specialist@solidarsuisse-lb.com">tech.specialist@solidarsuisse-lb.com</a>;</td>
</tr>
<tr>
<td>Samira Trad</td>
<td>Director</td>
<td>Frontiers Ruwad Association</td>
<td><a href="mailto:frontierscenter@frontiersruwad.org">frontierscenter@frontiersruwad.org</a>;</td>
</tr>
</tbody>
</table>
## Participants list:

*Amman, Mar 6*

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adnan Abu Al-Haija</td>
<td>Outreach Program Manager</td>
<td>Noor Alhussein Foundation</td>
<td><a href="mailto:a.abualhaija@ifh-jo.org">a.abualhaija@ifh-jo.org</a>;</td>
</tr>
<tr>
<td>Amal Irefij</td>
<td>Program Manager</td>
<td>Royal Health Awareness Society</td>
<td><a href="mailto:aireifij@rhas.org.jo">aireifij@rhas.org.jo</a>;</td>
</tr>
<tr>
<td>Firas El Farr</td>
<td>MEAL Manager</td>
<td>Save the Children International</td>
<td><a href="mailto:firas.elfarr@savethechildren.org">firas.elfarr@savethechildren.org</a>;</td>
</tr>
<tr>
<td>Jiri Rous</td>
<td>Field coordinator</td>
<td>Medecins du Monde</td>
<td>fieldco.amman.jordan@medecinsdu monde.net;</td>
</tr>
<tr>
<td>Emad Jabir</td>
<td>Accountability Officer</td>
<td>ACTED</td>
<td><a href="mailto:Emadjabir@hotmail.com">Emadjabir@hotmail.com</a>;</td>
</tr>
<tr>
<td>Souzan Mohareb</td>
<td>Programs Manager</td>
<td>ARDD-Legal Aid</td>
<td><a href="mailto:somohareb@arrrd-legalaid.org">somohareb@arrrd-legalaid.org</a>;</td>
</tr>
<tr>
<td>Emilie Croci</td>
<td>Field Manager</td>
<td>Action Contre la Faim (ACF)</td>
<td><a href="mailto:fieldmanager-ir@jo.missions-acf.org">fieldmanager-ir@jo.missions-acf.org</a>;</td>
</tr>
<tr>
<td>Vera Haddad</td>
<td>Partnership Coordinator</td>
<td>JECRaD</td>
<td><a href="mailto:vera7addad@gmail.com">vera7addad@gmail.com</a>;</td>
</tr>
<tr>
<td>Sinead Mc Grath</td>
<td>Program Manager</td>
<td>ICMC</td>
<td><a href="mailto:mcgrath@icmc.net">mcgrath@icmc.net</a>;</td>
</tr>
<tr>
<td>Christina Feng</td>
<td>Development professional</td>
<td></td>
<td><a href="mailto:Christina.fyt@gemail.com">Christina.fyt@gemail.com</a>;</td>
</tr>
<tr>
<td>Clerc Philippe</td>
<td>Regional Country Director</td>
<td>Relief International</td>
<td><a href="mailto:philippe.clerc@ri.org">philippe.clerc@ri.org</a>;</td>
</tr>
<tr>
<td>May Ishaq</td>
<td>DME Officer</td>
<td>World Vision International</td>
<td><a href="mailto:may_ishaq@wvi.org">may_ishaq@wvi.org</a>;</td>
</tr>
<tr>
<td>Tamara Abzakh</td>
<td>Program Officer</td>
<td>JHCO</td>
<td><a href="mailto:t.abzakh@jhco.org.jo">t.abzakh@jhco.org.jo</a>;</td>
</tr>
<tr>
<td>Reema Al-Najjar</td>
<td>D, M&amp;E Manager</td>
<td>Islamic Relief Jordan</td>
<td><a href="mailto:Reema.alnajjar@irworldwide.org">Reema.alnajjar@irworldwide.org</a>;</td>
</tr>
<tr>
<td>Maysoon Al-khalyih</td>
<td>Head of Public Relations</td>
<td>GUVS</td>
<td><a href="mailto:maysoon@guvs.org.jo">maysoon@guvs.org.jo</a>;</td>
</tr>
<tr>
<td>Maha Al sa’ad</td>
<td>Emergency Youth Officer</td>
<td>UNFPA</td>
<td><a href="mailto:Alsad@unfpa.org">Alsad@unfpa.org</a>;</td>
</tr>
<tr>
<td>Sofi Bargash</td>
<td>M&amp;E Assistant</td>
<td>MEDAIRM</td>
<td><a href="mailto:Monitoring-jor@medair.org">Monitoring-jor@medair.org</a>;</td>
</tr>
<tr>
<td>Rasha Jaradat</td>
<td>MEAL Officer</td>
<td>OXFAM</td>
<td><a href="mailto:RJaradat@oxfam.org.uk">RJaradat@oxfam.org.uk</a>;</td>
</tr>
</tbody>
</table>