

# International Rescue Committee Iraq: Strategy Action Plan

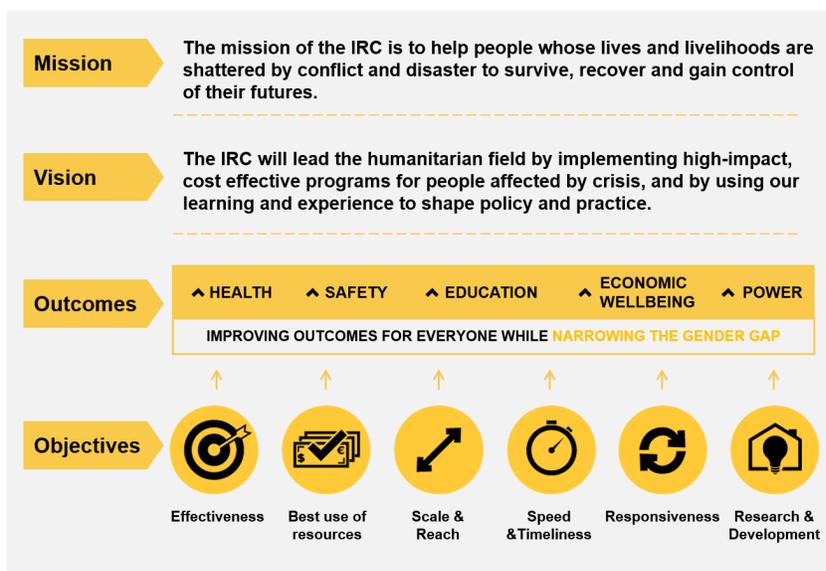


*Issued July 2018*



## IRC2020 GLOBAL STRATEGY OVERVIEW

The International Rescue Committee's (IRC) mission is to help the world's most vulnerable people survive, recover, and gain control of their future. The aim of the IRC2020 strategy (shown at right), is to make measurable improvements in health, safety, education, economic wellbeing, and power outcomes for the people we serve. To turn strategy into action, the IRC will make investments to improve program effectiveness, use resources more efficiently, reach more people more quickly, and better respond to clients' needs.



## IRAQ OVERVIEW

After the 2003 invasion, Iraqi society began fracturing along sectarian lines with violence and displacement occurring across the country. Following the destabilization of Syria in 2011, ISIS capitalized on the instability and long-term grievances in Iraq to seize territory. In January 2014 ISIS took over parts of Anbar and in June of 2014 gained control of Mosul, which led to the displacement of more than 5.8

million people and left 8.7 million more in need of humanitarian assistance by the end of 2017 (OCHA).

Women, children, and minorities have been disproportionately affected by the most severe atrocities including sexual violence and severe violations of children's rights.

In 2003, the IRC began providing humanitarian relief and recovery

assistance to the most vulnerable and crisis-affected Iraqis.

As people seek to return home, amidst ongoing violence, and new and renewed communal tensions, large numbers of people remain at risk, making the IRC's work more critical than ever. Our new strategy for Iraq illustrates our commitment to improving the safety, education, economic wellbeing, and power of people affected by conflict in Iraq.

## IRC'S STRATEGIC PROGRAMMING

Currently the IRC works in 13 of 18 Iraqi governorates, and has nine offices across Federal Iraq and the Kurdistan Region. Our geographic reach, particularly in the center and south, is extensive. Ongoing programs focus on legal case management, protection monitoring, and women's and child protection, education, cash transfers and income-boosting livelihoods activities.

From now until the end of 2020, our new strategy in Iraq prioritizes improving outcomes in **safety, education, economic wellbeing, and power** (see Figure 1). To ensure people's safety and power, we'll continue to prevent and respond to violence in homes and communities, and advocate for people's rights and agency.

The IRC will strengthen our ability to deliver aid in the areas that are hardest to reach, where many people remain in need, while ensuring the most vulnerable populations who remain in camps are able to fulfil their rights and access the services they need.

To achieve our priorities, we're making new investments in staff capacity, systems that will allow us to be more accountable to beneficiaries, emergency response capability, local partnerships, monitoring and evaluation, and in research that generates evidence for the humanitarian field.

The IRC in Iraq aims to reach internally displaced persons (IDPs), IDP returnees, Syrian refugees, and vulnerable host communities, especially those in unserved and under-served areas of the country.

Figure 1: Priority Outcomes and Future Programs

	Priority Outcomes in Iraq	Future Programs
> SAFETY	<ul style="list-style-type: none"> <li>&gt; People are safe in their homes and communities, and receive support when they experience harm</li> <li>&gt; Women and girls are equally safe from harm as men and boys where they live, learn, and work</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Improve psychosocial support</b> to alleviate trauma, promote healing, and curb future violence</li> <li>&gt; <b>Provide direct legal assistance and referrals</b> to quickly and effectively respond to protection risks</li> <li>&gt; <b>Advocate to local and national authorities</b> on issues of security and human rights</li> <li>&gt; <b>Expand parenting skills courses</b> to reduce violence against children in their home</li> </ul>
> EDUCATION	<ul style="list-style-type: none"> <li>&gt; 6 – 14 year olds have literacy, numeracy, and social-emotional skills, according to their developmental potential</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Train teachers in social-emotional learning, classroom management, and child well-being</b></li> <li>&gt; <b>Strengthen response to violence in schools</b> so that children can learn in safe environments</li> </ul>
> ECONOMIC WELLBEING	<ul style="list-style-type: none"> <li>&gt; People meet basic needs and avoid negative coping strategies</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Expand multi-purpose cash assistance</b> for vulnerable and recently displaced households</li> <li>&gt; <b>Move to longer term livelihoods strategies</b> by shifting to programs driven by local market needs</li> </ul>
> POWER	<ul style="list-style-type: none"> <li>&gt; People exercise free and informed choices about where to live</li> <li>&gt; People have the power to choose how to live</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Mobilize and strengthen communities</b> to address violence, abuse and exploitation</li> <li>&gt; <b>Improve access to up-to-date information</b> about rights, regulations and services</li> </ul>

### The IRC Commitment to Gender Equality

We strive for equal outcomes for women and girls, and men and boys. To narrow the gender gap, the IRC will incorporate gender-focused activities into all programming.

## COMMITMENTS FOR IMPACT

In order to maximize our impact, the IRC is making new investments in Iraq to improve program effectiveness, use resources more efficiently, reach to more people more quickly, and be more responsive to our clients and partners. The IRC has made the following commitments to strengthen programming and deliver improvements for the populations we serve.

Figure 2: Commitments to Ensure Impact



### Effectiveness

- > Ensure that all projects are based on evidence or are conducting research to generate new evidence
- > Continue to adapt programs to the context with specific focus on the needs of women and girls



### Best Use of Resources

- > Increase local staff retention to an average of three years and international staff retention to two years
- > Hire 50% of management staff locally



### Scale & Reach

- > Ensure that 10% of programs meet a new need or access new geographic areas



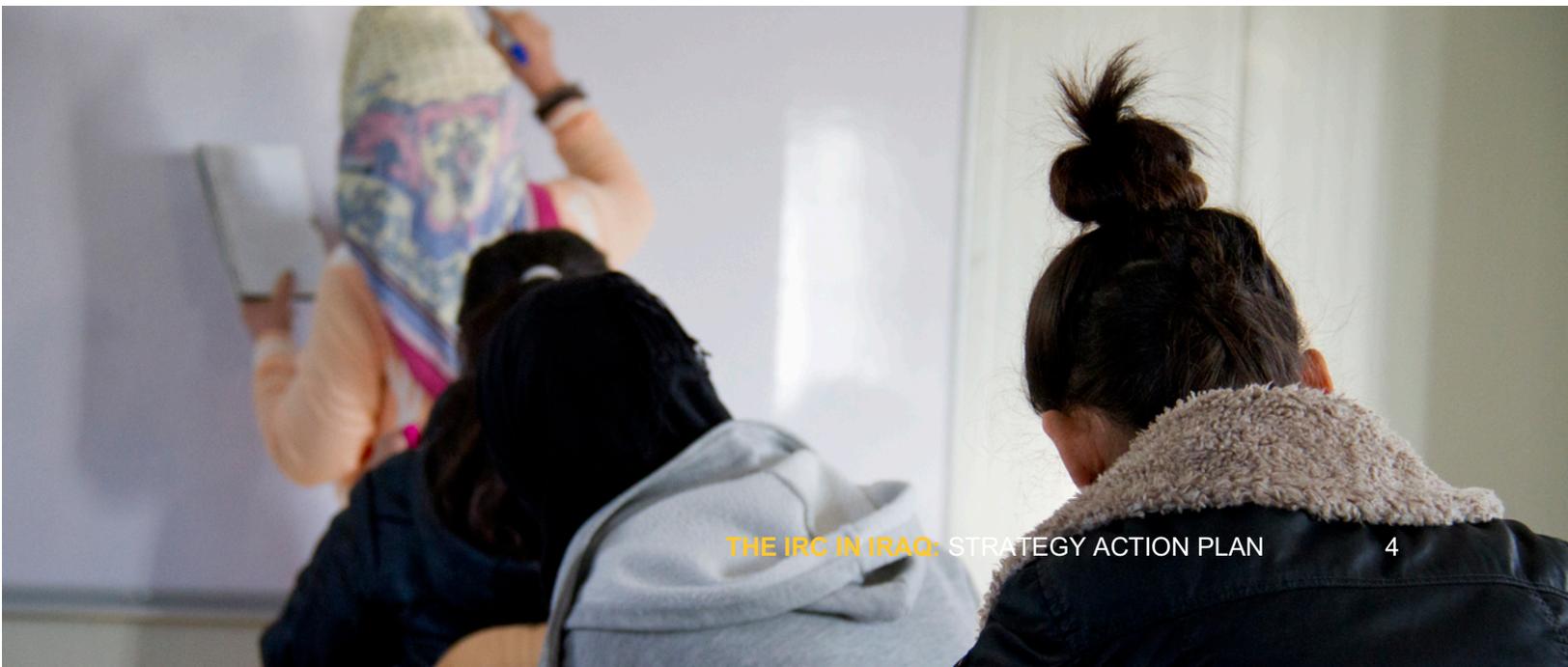
### Speed & Timeliness

- > Train and enable staff to respond to emergencies within 72 hours



### Responsiveness

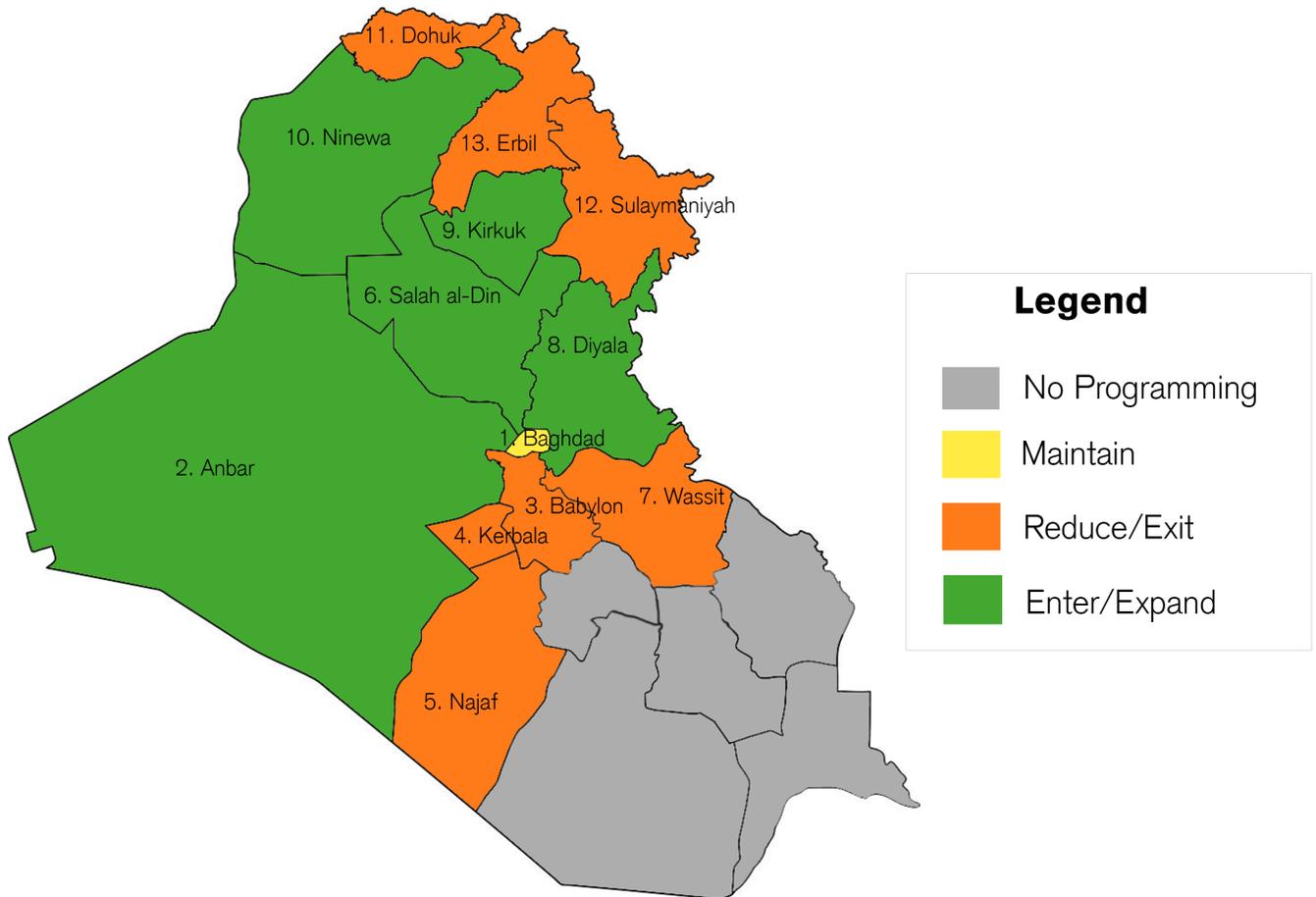
- > Strengthen client feedback and complaint mechanisms and use data to inform decision making



## IRC'S STRATEGIC PRESENCE

From now until the end of 2020, the IRC will **maintain, open, expand, and close sites across Iraq** based on an analysis of where the greatest need is and where the IRC can add the most value.

*Figure 3: The IRC's Geographical Transitions in Iraq*





# The IRC in Iraq



Wendy Taeuber, Country Director  
Wendy.Taeuber@Rescue.org



[Rescue.org/Iraq](http://Rescue.org/Iraq)



INTERNATIONAL  
**RESCUE**  
COMMITTEE

STRATEGY ACTION PLAN 5