



INTERNATIONAL
RESCUE
COMMITTEE

STRATEGY ACTION PLAN

A Strategic Vision for Iraq
2022-2024

STRATEGY100 IN IRAQ

MISSION

To help people whose lives and livelihoods are shattered by conflict and disaster, including the climate crisis, to survive, recover and gain control of their future

PARTNER AMBITION

Ensure partners' voices are included in all advocacy and government engagement work, especially women-led or focused organizations.

20% of budget to local partners and partner with at least 3 women-led organizations.

POWER

People access Justice and Exercise Rights.

People lead Recovery and Development.

SAFETY

Safety in Communities.

EDUCATION

Early Child Development.

School Aged Children and Learning.

ECONOMIC WELLBEING

People Develop Their Livelihoods and Recover from Shocks.

HEALTH

Adolescents and Adults are Mentally and Physically Healthy.

STRATEGIC AMBITIONS

CLIENT AMBITION

Ensure clients are selected based on intersectional vulnerabilities.

Ensure client-centered approach to programming.

GENDER EQUALITY, DIVERSITY, AND INCLUSION (GEDI)

Ensure that program tools and monitoring and evaluation frameworks are adapted to include vulnerable groups including women and girls, minorities, and people with disabilities.

Enhance IRC's and partners' capacities for Safeguarding and Gender, Equality, Diversity and Inclusion mainstreaming across outcomes and be more inclusive in community engagement and target setting.

CLIENTS

Iraqi communities, particularly women, youth and children, have the power to equally access services and enjoy their rights in a safe and peaceful environment

VISION

OUTCOMES

IRC's GLOBAL STRATEGY OVERVIEW

Since the International Rescue Committee was first founded in 1933, our global team of more than 17,000 staff have helped people upended by conflict and crisis to survive, recover, and regain control of their lives. **Strategy100** is our organization's strategic plan to guide our work as we approach our 100th anniversary. The goal of Strategy100 is to make our programs a model for the global humanitarian response. We aim to deliver high-quality, cost-effective programs—on our own and with local partners. We will combine research on programs that work best with insights driven by those we serve, to reshape the way the world helps those in need. With this we want to make empowerment and lasting change the norm.

We focus our support in five outcome areas: ensuring **safety** from harm, improving **health**, increasing access to **education**, improving **economic well-being**, and ensuring people have the **power** to influence decisions that affect their lives. In all our programming, we address the unique needs of **women and girls**—and the barriers to progress everywhere we work.

IRAQ OVERVIEW

Almost five years since the end of the conflict with the group known as ISIS, 2.5 million people require assistance in Iraq and 1.2 million remain in displacement. Humanitarian needs persist, while longer-term development and peacebuilding support is also required for at-risk communities. The aid response in Iraq is in transition, with the humanitarian response and cluster system phasing out and making way for government-led service delivery and response to ongoing needs.

The IRC in Iraq provides integrated services across Anbar, Kirkuk, Ninewa and Salah Al-Din and coordinates with actors at the Baghdad and Erbil levels to facilitate operations and promote strong working relationships with key stakeholders. Our programming is responsive to the changing environment in Iraq, and seeks to address vulnerabilities resulting from **economic insecurity**, **protracted displacement** and **institutional fragility**. In 2022, we supported 144,812 Iraqis through services such as legal and integrated protection support, economic recovery and early childhood development outreach and programs.

Our strategy action plan seeks to reach more clients, expand our work with communities and civil society partners, and increase our work across the humanitarian-peacebuilding-development nexus while maintaining our ability to respond to emergencies.

The IRC's Strategic Approach in Iraq

At the IRC, our success is defined by our ability to help people whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and gain control of their future. Outcomes are the most important driver of our work and measure of success: they define the change we want to see in the lives of our clients.

The IRC in Iraq has chosen a few key outcomes to help establish a focus on issues where there is significant need for our clients, and where the IRC can add the most value. These prioritized outcomes set the directional program goals for the IRC in Iraq and focus on key changes we want to help bring about for and with our clients. We have based our chosen outcomes on four key ingredients: They are (1) based on the best available evidence; (2) adapted to the context of Iraq; (3) responsive to client needs and preferences; and (4) continuously learned from and improved upon. These prioritized outcomes – and the programs that drive them forward – are vital for driving our success.

Program Shifts

The SAP for 2022-2024 indicates the following shifts to allow for programming that is more responsive to the needs of our clients:

Increase programming across the humanitarian-peacebuilding-development nexus while maintaining IRC ability to respond to emergency, including for projects that sustainably use natural resources in response to climate change.

Expand and strengthen existing work with communities and civil society partners across different interventions.

Expand IRC clients targeting to reach the most marginalized and vulnerable groups, being cognizant of intersectional forms of discrimination communities face and the implication in terms of accessibility of services.



Our Clients in Iraq

By committing to client-centered programming, the IRC supports the right of people affected by crisis to participate in and shape the decisions that affect them. **As an organization, we aim to shift the power dynamic between the IRC (together with partners) and those people intended to benefit from our services.** We seek to improve our communication with clients and responsiveness to their priorities, preferences and feedback; increase opportunities for clients to collaborate directly – collectively and individually – in shaping the services that they receive; and strengthen the processes through which people can hold us to account through diverse perspectives and feedback.

Some of Our Client Groups

Economically vulnerable people and those lacking access to livelihoods

→ In conflict affected areas (Anbar, Kirkuk, Ninewa and Salah Al-Din)

Vulnerable women and adolescent girls

→ Across the country, with a focus on conflict affected areas

Marginalized groups, including ethnic and religious minorities

→ In conflict affected areas



How We Partner

We aim to partner as equals, so that people impacted by crisis and the actors closest to them have the power and resources to respond to and drive lasting change. We seek to be a principled, feminist ‘partner of choice’ for local civil society, government and private sector actors, harnessing the complementary expertise of each partner so that we can significantly expand the impact and scale of the response, to reach the best outcomes for those impacted.

*Through our strategy – in which we prioritize collaboration with local partners, systems, and evidence-based program design and adaptations – we aim to optimize **impact at scale**, reaching greater numbers of people with the most meaningful services and support they seek.*

Iraq SAP MAP



1. Conflict Affected Areas- Maintain

- All Crises
- Clients: IDPs; Returnees; Host communities impacted by conflict; Women & adolescent girls; Youth; Children, Ethnic minorities, Persons with Perceived affiliations, Economic Vulnerable Groups, PWD.
- All Outcomes

2. Al-Basrah- Enter

- All Crises
- Clients: Economically Vulnerable Groups, Vulnerable Farmers, Youth, Women and Girls, Children, PWD in both governorates. IDPs; Returnees; Host communities impacted by conflict in Diyala
- All outcomes

Legend
Enter
Maintain Presence
Expand presence
Reduce Presence
Exit

The International Rescue Committee responds to the world's worst humanitarian crises, helping to restore health, safety, education, economic wellbeing, and power to people devastated by conflict and disaster. Founded in 1933 at the call of Albert Einstein, the IRC is at work in over 40 countries and in 27 U.S. and European cities helping people to survive, reclaim control of their future and strengthen their communities.

**International Rescue
Committee**

Erbil-MRF Quattro Towers
Iraq

Baghdad-Jadriya Presidential Compound
Iraq

Samar Abboud

Country Director
Samar.Abboud@Rescue.org

Rescue.org



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