



IRFAD STRATEGIC PLAN

2023 - 2027

Our goal is to develop models for positive local change through research, analysis, project development, implementation, monitoring and evaluation, particularly in the areas of local governance, decentralization and public services, and to influence improvements in Iraqi governance structures and life for Iraqi men and women by building from below.



Prepared by :

Board of Directors

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THE IRAQI CONTEXT AND KEY CHALLENGES

Iraq is known as one of the most difficult countries in the world to carry out development cooperation in. Merely establishing presence in the country is challenging for most international development organisations and there is a strong need for a trusted partner. Iraq's political instability and security problems are well known but comparing to many other periods in Iraq's post-US invasion history, the situation today is more stable and many actors in Iraqi society are working hard to improve the situation.

In October 2019 anti-government protests erupted in the central and southern provinces of Iraq. Popular protests have been common in Iraq over the years, often against poor services and unemployment, but this time the young protesters demanded changes in the political system itself. The Iraqi government and various militias responded by using live bullets and tear gas against protesters, leading to many deaths and injuries. Targeted assassinations and kidnappings also took place.



Iraq's core problems, which the youth-driven Tishreen movement brought to the fore in October 2019, remain unchanged: uninhibited corruption within the ruling elites; poor governance and service delivery; money-spinning activities of political parties while a big portion of the population live in poverty; foreign meddling and destructive activities of state-paid, autonomous militias who are not held accountable to anybody. At the time of formulating this strategy (autumn 2022), Iraq is again going through a period of instability and political uncertainty as the elections held in October 2021 has created a situation with no clear majority.

There is a strong impact of tribalism and sectarian values on the political and social movements which in turn impedes the promotion of true and active citizenship and participatory decision making. Tribalism and sectarianism is commonly exploited by political parties and interests. In Iraq, there is little independence of the judiciary and the weak rule of law makes people and organisations highly vulnerable.



Governance and public administration in Iraq are dysfunctional at all levels, with special interests and nepotism permeating all institutions, and little involvement of citizens in policy development. Corruption is widespread and present everywhere. Since around a decade, a decentralisation process is ongoing but the central government is yet to provide a vision for this, and the system is characterised by unclear mandates and insufficient resources for local governments to fulfil their duties. The Kurdistan Region of Iraq has until recently been somewhat more stable security-wise. It has its own form of governance system and high levels of political autonomy. At the same time there are ongoing political conflicts between the two major political parties – PUK and KDP – and the region is suffering financially as it is dependent on the erratic financial transfers from the Iraqi national budget.

The Iraqi economy remains unsustainable with a huge public sector and a marginal private sector. The ‘reform initiatives’ of the government to quell protests by increasing government jobs and benefits are considered devastating by economists. In 2022, oil prices have boomed as a result of the war in Ukraine, filling the coffers of the Iraqi treasury. At the same time Iraq is suffering from spiking prices on food and other necessities, and as many other MENA countries, Iraq has been importing much of its sunflower oil and wheat from Russia and Ukraine.

Besides its many structural challenges, Iraq is severely affected by climate shocks, with temperatures often exceeding 50 degrees Celsius in the summer and recurrent sandstorms. The long-term impact of climate change on Iraq is extremely serious. A UN report has labelled Iraq as the world’s fifth most vulnerable country in terms of availability of water and food, and exposure to extreme temperatures. The situation has brought the issue of climate change to the front in Iraqi public debate but yet are any meaningful political action being seen. The existing weak governance structures and inability to turn policy into action have meant little action in services, regulations, and infrastructure in all policy areas, including climate change mitigation and adaptation measures. Significant tensions have occurred among governing institutions over water sharing and public protests over water pollution, lack of electricity (in relation to extreme heat), and agriculture land deterioration are common, also in Kurdistan region.

Due to returning and protracted violent conflicts, Iraqi women account for more than half of the country's population (57%), but the country is found low on many of the common gender indexes such as women's economic empowerment, women's and girls' access to education and health, and women's political participation and decision-making, although there is a 25% quota in national and local elected assemblies. The women's participation in the labour force continues to be one of the lowest in the Middle East, with around 15% of women actively engaged or officially seeking to become engaged in paid work. A majority of working women are employed in the public sector, many working at local government levels, but rarely in management positions. On paper, things look rather good - Iraq was the first MENA country to adopt an action plan for UN Resolution 1325 on women, peace and security. Iraq is a party to the International Convention on Civil and Political Rights and the Convention on the Elimination of All Forms of Discrimination against Women, and it has ratified the Convention on Rights of the Child. In practice, however, implementation is poor and there are many short-comings to address.

Civil society in Iraq differ slightly from the Western model known to be an independent sector from the private sector and the state. The Iraqi civil society depends on the values of interdependence, social networks and the inherent cohesion between religions and tribalism. Therefore, civil society organisations may not find enough space to develop themselves in the light of competition between religious and tribal groups. They are often also subject to government or political parties trying to penetrate and control civil society organisation. The Iraqi civil society is also characterized by a large number of "ghost organisations" which are registered only to be eligible for funding, and then disappear after funding has dried up. Even in areas that are relatively safe and wealthy, social and economic relics of war and authoritarianism shape how people interact with and view civil society.

THIS IS IRFAD



The Iraqi Research Foundation for Analysis and Development, IRFAD, is a research, advocacy and development civil society organisation (CSO) founded in 2005, with headquarters in Diwaniyah, in Southern Iraq. IRFAD has an extended network of partners, volunteers, consultants and official counterparts in most of Iraq's 18 governorates. IRFAD is registered as a CSO at the Non-governmental Organizations Directorate, attached to the General Secretariat of the Iraqi Cabinet. IRFAD is one of the few Iraqi CSOs that is also registered in the Kurdistan region.



The aim of IRFAD is to develop models for positive local change through research, analysis, project development, implementation, monitoring and evaluation particularly in the field of local governance, decentralization and public services, and to contribute to improvements in the Iraqi governance structures and the life of Iraqi men and women by building from below.

Besides being solidly grounded in the Iraqi context and working to contribute to positive social change in the country, IRFAD has long experience from working with international organisations and donors, e.g. the World Bank, UNESCWA, UNDP, Sida and USAID as well as research groups, international NGOs and private investors.

By collaborating with international partners, IRFAD provides international organisations with a unique local expertise and presence in Iraq. Through our team of dedicated members and experienced experts, whom also includes highly graded researchers, IRFAD has been involved in successful international projects across Iraq. The professional achievements and relevance of our work is ensured through benchmarking with our expert network and contact points in civil society as well as in local and central government.

Iraq is an unpredictable and ever-changing context, but after 18 years of experience of managing community development and local governance-projects in Iraq, IRFAD is well-equipped to meet and adjust to changes and upcoming challenges.

This preparedness is integrated in our planning, monitoring, and learning approaches, and in our continuous conflict analysis. IRFAD has its ears close to the ground and the 'street' all the time and is embedded in the local contexts where we work. We see ourselves as a key partner both to local governments and to civil society in empowering citizens to participate in local governance.

Through our professional record and cautious approach to local development, IRFAD is recognized and respected by many parts of Iraqi society.





VISION AND MISSION

IRFAD'S VISION IS:

To become the leading development CSO in Iraq and to improve the lives of Iraqi women and men to the better through supporting improved governance practices.

OUR MISSION IS:

To work from below and in strong partnership with relevant local governance actors to develop and test sound approaches for changes in local governance and service delivery which can be of benefit for the whole of Iraq.



KEY VALUES

- In all our activities, IRFAD upholds the principles of:
- high professional and ethical standards and outstanding professional performance,
- transparency and accountability,
- pluralism and partnership,
- independence and impartiality,
- social responsibility, volunteerism and civic culture.

Our added value

IRFAD's key competences stems from our deep understanding of the Iraqi political, social, cultural and economic realities. This knowledge is derived from our team and our local experts, represented in all 18 governorates of Iraq. IRFAD consists of men and women from different groups who have chosen to stay in Iraq and work for its development. Our team and experts come from diverse religious, cultural, and social backgrounds, representing the diverse spectrum of Iraq throughout the country and all have strong local knowledge of their specific contexts. Thanks to our diverse composition of staff and experts, we are a microcosm of Iraqi society, united in a common belief that there are opportunities for cooperation to create a much needed and unprecedented democratic space in Iraq's modern history.

Since the start in 2005, IRFAD has developed a unique capacity to operate with strong integrity in the challenging socio-cultural and socio-political context of Iraq. This has been possible due to our cautious approach of neutrality and not being affiliated with any political party or sect, as well as long experience of facilitating dialogue between different groups. Keeping a low profile is a key feature of our security strategy.

IRFAD has gradually developed capacities and matured from being a local assistant to international organisations into a capable equal partner engaged in local governance development in Iraq and the region. Our street smartness and local cultural sensitivity has always been key skills, but we are now also more skilled in planning, results management and financial management and able to organise and recruit specific thematic expertise. IRFAD is one of the few Iraqi CSOs engaged in the local governance sector and a small, agile actor. We are part of local communities, have wide access to decision makers in both local and central government and strong relationships with civil servants within local and central authorities.

IRFAD'S ROLES

IRFAD IS PLAYING SEVERAL ROLES AS AN IRAQI CSO. THESE INCLUDE:

- Managing explorative capacity development and change processes to develop organisational structures and internal systems and supporting institutionalisation within the decentralised governance system.
- Piloting and introducing more efficient ways of working and reducing corruption in local government through use of technology, e.g. digitalising financial and administrative processes.
- Providing advice to provincial and centrally elected government representatives on development of a more accountable and professional public administration,
- Facilitating dialogue and constructive partnerships between different levels of government.
- Supporting men and women in local communities to participate in local decision-making and monitor basic service delivery, serving as a link between local communities and Iraqi governance actors.
- Conducting needs-based research, studies and media activities in political, economic, social and development fields and using these to raise awareness among the Iraqi general public on matters related to improved local governance and for exchanging experiences internationally.
- Supporting international development organisations in Iraq with information and data to gain a proper understanding of the context, contributing to their plans and programmes, connecting them with local communities, decision-makers and political actors and facilitating building relationships between Iraqi and international entities in business, civil society and government.



ORGANISATIONAL STRUCTURE

GENERAL ASSEMBLY

IRFAD's General Assembly consists of founding members and individuals supporting the cause of IRFAD who have joined later. The founding members are a group of experienced people who held the founding conference of IRFAD and established its general policy. The General Assembly meets once per year. Among its responsibilities are to elect an administrative body/board and approve IRFAD's strategic plan, workplans, annual report, budget and financial reports.



ADMINISTRATIVE BOARD

The Board, called the Administrative Body, is elected by the General Assembly every four years. Any external person who meets the requirements set forth in the bylaws can be nominated for it. The Board composes presently of nine members but IRFAD is in process of consolidating its Administrative board and the future number will be five (5) members. Decisions are taken by a simple majority. The board meets once per quarter and provide strategic supervision and guidance to the executive director. The board monitors the implementation of the strategic plan, receives and approves quarterly financial reports, provides advice on policy matters and employs the executive director. The Chairperson is Mr. Sarmed Al-khazraji.

IRFAD's head office is located in Diwaniyah. In addition, project offices are often established in the governorates where we work. These are often embedded within local government partners to ensure close relations and easy access to key persons.

THE IRFAD OFFICE



EXECUTIVE DIRECTOR

The organisation is led by the Executive Director, Mr. Ali Obid Jasim.



STAFF

IFRAD has presently (autumn 2023) a core organisation with 12 full time staff of whom some are project based, organised in the following functions:

- Executive Director
- Project and programme coordination
- Administration and logistics
- Financial management and accounting
- Communications and interpretation

In addition to its core organisation, IRFAD hires project specific experts on need basis. IRFAD's present organigram is the following:

General Assembly



Board of Directors



MANAGING DIRECTOR

Programs and projects implementation

The Programs and Projects Implementation Department is responsible for networking, management and implementation of agreed projects and programmes. It composes of project leaders coordinating the teams in the regions, project managers, coordinators and logistics support. The staff are based both in the head office and in project offices in the North and South of Iraq. The project teams monitor the context, manage stakeholder relations and coordinate implementation processes at central and local levels. The department is responsible for the entire project cycle and manages project planning, contracting and supervising short term experts, provision of technical assistance, facilitation and support to partners, organising events and workshops, project procurements, following-up of activities, monitoring the security situation, assessing results, progress reporting, and project administration.

Office management and HR Department

The Management, Planning and follow-up Department is responsible for the overall office management and HR of IRFAD. This includes recruitment, employment, training, and evaluation of staff performances, managing administrative systems and routines, issuing administrative instructions and ensuring compliance with internal policies and Iraqi legislation. The department also conducts operative planning and organizes the activities of the head office, is responsible for storing information and archiving, managing official documents, licenses and the statutory annual reporting to Iraqi authorities.

Finance & audit

The Finance and Audit Department is responsible for IRFAD's overall financial management i.e. budgeting, cash flow management, accounting, financial analysis, financial reporting and statutory auditing as well as the projects' financial management and contractual compliance. Segregation of duties is achieved through division of responsibilities on several staff.

Inspiring Planners

Inspiring Planners is all about meticulous planning, efficient organization and delivering great events.

It involves managing every aspect of an event, from the initial concept and planning stages to the final execution and post-event evaluation.

Our team handles everything from A to Z, whether it is a corporate conference, training, workshop, or planning exchange visits to all governorates of Iraq.

KEY PARTNERS

RFAD's key partners in Iraq are the Governors' Offices, the Administrative and Financial Affairs Departments (AFADs), and the Provincial Planning and Development Council (PPADC) Secretariats in governorates. In addition, we work closely with technical teams in a number of sector directorates such as health, education, labour and social affairs, and municipalities.

On the national level, key partners are the High Commission for the Coordination among Provinces (HPPC), Ministries of Planning, Labour and Social Affairs, Finance and Municipalities, the Council of Ministers and the Higher Judicial Council in Baghdad.

In Kurdistan region, key partners are the Governor's offices, the Directorate of Education (DoE), the General Directorate of Labour and Social Affairs (DoLSA), and the governorate Child Protection Committee and a network of Community Centres for child protection in Dohuk. We also have close relations with the Ministries of Education and Labour and Social Care in the KRI government in Erbil.

We have close relations with a number of like-minded Iraqi Civil Society Organisations.

Our international partners include the Swedish Association of Local Authorities and Regions (SALAR), Ordbildarna, Folke Bernadotte Academy .

Furthermore, we are on continuous basis communicating, exchanging information and engaging in meetings with official Swedish organisations based in Baghdad and Stockholm, e.g. the Swedish Embassy, Sida and MoFA.

RECENT ACHIEVEMENTS & LESSONS LEARNED

Since 2008 IRFAD cooperates with the Swedish Association of Local Authorities and Regions (SALAR International). During the past years our major collaboration has been within the project "Local Governance Development in Iraq (LOGDEVI)", implemented in Dohuk, Diwaniya and Muthanna governorates and in Baghdad and Erbil. In this large scale project, we apply a systems approach to local governance. By simultaneously addressing local government capacity gaps such as financial systems, organisational structures, planning processes, and decision-making procedures, we also work to strengthen interactions and relations between local and central actors.

Major achievements during the past years are that IRFAD, together with partners, have:

- Clarified Provincial Administrative and Financial Affairs Departments' (AFADs') roles, policies, systems and procedures and job descriptions for all positions have been formalized into an officially approved directory which is now shared as a model with all governorates in Iraq.
- Developed and implemented an electronic financial reporting system in Diwaniyah and Muthanna where the accounts of local public institutions are electronically transmitted to the AFADs and the Governor's Offices. Through this system, possibilities for corruption and human errors have been dramatically reduced, efficiency increased and means for financial control substantially strengthened. There is great interest from other governorates to follow.
- Created job descriptions for all positions in the municipal sector at the local level and compiled these in an officially approved Municipal Directory. The Directory has been circulated by the Ministry of Municipalities to Municipal Directorates in 15 governorates, which have endorsed it through official letters.
- Introduced the concept of Inclusive Education in government schools in Dohuk Governorate. Training modules for teachers training have been co-developed in local languages and integrated into the teacher training system and large number of teachers and headmasters are now applying the skills in pilot schools, welcoming children with disabilities in the classrooms. The IE modules are shared with the Ministry of Education in Erbil for dissemination in KRI and wider in Iraq.
- Developed a standard programme for Child Protection Community Centres which has been integrated into KRI MoLSA's administrative framework. 20 community centres are now actively providing child protection services to their communities and the programme has been shared in all governorates of KRI.
- Activated and formally instituted a referral system for child protection with all concerned local authorities and CSOs in Duhok, called the Child Protection Committee (CPC). Connected district level CPCs have also been created, supervising child protection services in the districts.

IRFAD, together with our partners have identified several major learnings while achieving these crucial results. We have learned that:

- By working long-term as a neutral partner to local and central government actors, operating inside official systems, and having patience to give proper time to change processes, it is possible to achieve sustainable results also in the challenging context of Iraq.
- By working closely with local authorities to develop models for improved practises, ownership is created and results are grounded in reality. A key for this is to develop robust partnerships between different actors. It is challenging to build these and much time needs to be invested in gaining commitment and senses of shared responsibility.
- Working locally and simultaneously involving regional or central authorities in the processes builds interest and paves the way for replication in other provinces. We have learned that if central stakeholders are practically involved and given space to add value to local processes, they develop a sense of commitment to replicate successes and good practice models. Early involvement of federal authorities in local government development process therefore contribute significantly to their acceptance and is crucial for national endorsement.
- By assigning official institutions as leaders for change processes existing competences within the Iraqi public administration is acknowledged and legality of results is ensured. This approach fosters appreciation and understanding at central levels of the potential roles which the institutions could and should play.
- Supporting local government actors to bring different sectors together to discuss local development and engage with representatives of local communities, CSOs and private sector is strategically important for developing democratic practises. Such bodies create linkages upwards with locally elected, sideways with the different sectors and downwards with local communities. It will take decades to fully achieve effective decentralisation but by bringing local and central officials together and facilitating dialogue on concrete issues, the essence of decentralisation can be understood.
- By organising inclusive and practical capacity development processes in highly conflictual policy areas we can start with practical matters faced by citizens and gradually make contributions towards advancing decentralisation, which requires coordination of many processes and participation of many stakeholders. The importance of a systems approach where all local actors assess the situation and collectively plan and implement improvements to address gaps in a systematic way is found to be crucial. IRFAD plays a strategic role in facilitating such processes and supporting partners to unite around a common vision and in building an integrated system.
- Finally, a crucial learning is the effectiveness of the approach of changing the system from within and from the bottom and up. This approach requires a long process of building trust, awareness and understanding through dialogue and joint processes involving all key actors, as well as a deep understanding of relations, dynamics and politics.

In annex 1 we provide a list of projects implemented for further references.

IRFAD'S THEORY OF CHANGE

The overall change we wish to contribute to during the strategic period is that the Iraqi local and central government are able to provide high standard public services that are responsive to the needs of the Iraqi citizens - men, women, girls and boys.

For this to become a reality it is crucial that the Iraqi federal and local government understand, trust and work in accordance with the principle of decentralisation.

According to our analysis three major conditions need to be in place to contribute to this overall changed situation:

- More effective ways for responsive local service delivery need to be found, shared and adapted nationally.
- The decision making processes in the local governance system needs to be more inclusive and transparent.
- National and local public polices which guide the local government sectors need to be developed in a way to be more responsive to the needs of the citizens.

IRFAD believes that the change processes need to start at the local level with local government actors as the key partners. We take time to find trustworthy partners whom we are prepared to invest in. Together with partners we analyse the present systems, provide advice, trainings and capacity buildings and facilitate dialogue among and between various crucial actors. Through this we assume that these key actors reach an understanding and a common view of gaps in the present structures, practices and legislation and realize what needs to change. With a better understanding of roles and responsibilities also comes a realisation of how crucial it is to listen to citizens' needs and concerns in order to improve the system and services.

Being an Iraqi CSO IRFAD is committed to work for a better future for Iraq's women and men, and children. We strive to foster a stronger sense of Iraqi citizenship by constructively focussing on how to develop Iraq as a country that serves its people, appreciating what is possible, building on what is good and possible and not getting stuck on what is bad and destructive.

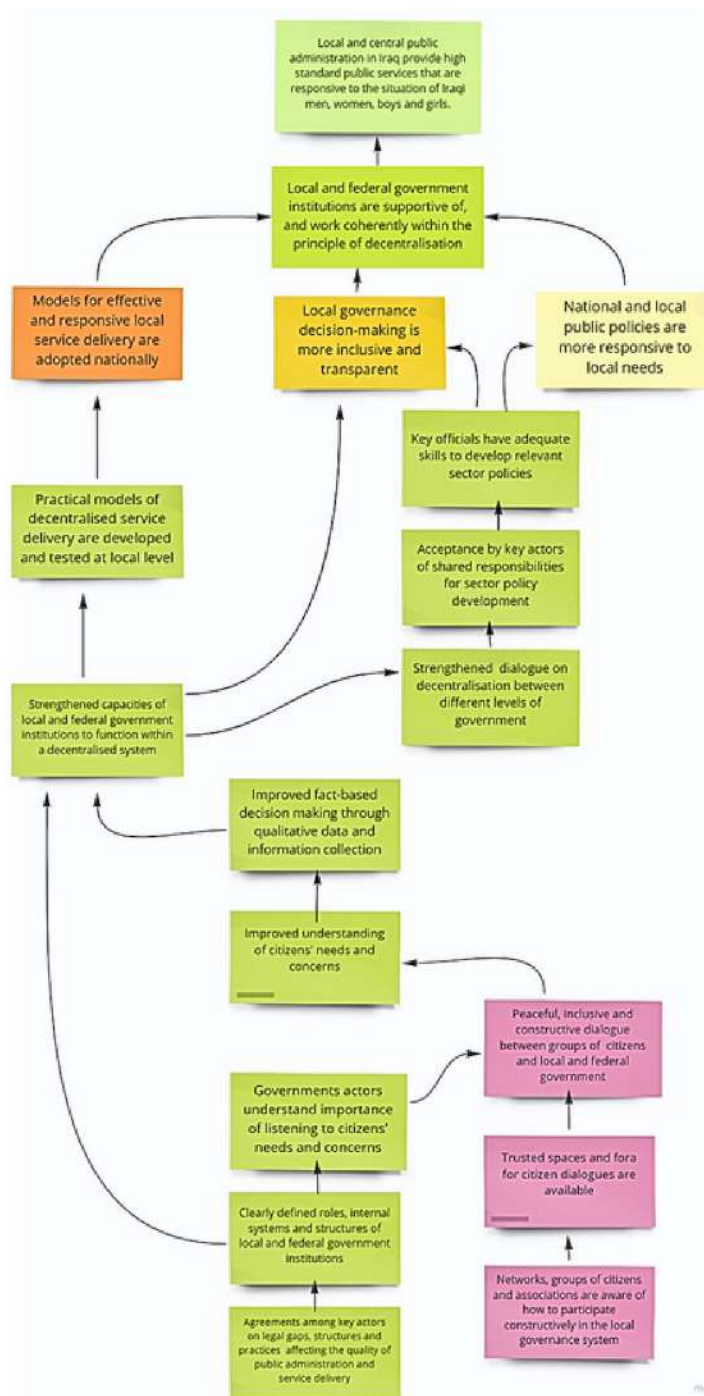
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IRFAD'S THEORY OF CHANGE

For meaningful interactions we believe that groups of citizens representing diversity and different interests, such as trade unions, community based groups, women's groups and local CSOs need to be more aware of how they can bring forward their concerns in order to be listened to. Capacity building and facilitation is needed also among these actors. Meeting places need to be available where they feel secure to participate and voice their concerns. If these processes happen, then peaceful, inclusive and constructive dialogue is possible between groups of citizens and local government actors.

In a conflict-ridden society like Iraq, dialogue and peaceful collaboration is crucial in itself but it is also an effective means to find solutions to complex problems involving several levels of stakeholders. We believe that inclusive, participatory dialogue is fundamental to contribute to the three major changes required. Such dialogues will provide local government actors with better information for decision making, which will strengthen their capacities to work and pilot new ways of working in a decentralised way. It will also provide practical examples and facts that will feed into the dialogue between levels within the government system on how to work in a decentralised way, as well as contribute to a better basis for sector policy developments at federal and local levels. The IRFAD teams play supportive, advisory and facilitating roles in all these processes.



The illustration on the right shows the sequencing and linking of the required changes which IRFAD regards as necessary for contributing to improved and more responsive public services in Iraq.



STRATEGIC PRIORITIES AND GOALS FOR 2023 - 2027

Strategic priorities

During the coming strategic period, IRFAD has defined the following strategic priorities:

PRIORITY 1

To support local authorities to apply the principles and good practice of transparent and inclusive decision making for decentralisation, using practical responses and relying on existing legislation.

PRIORITY 2

To place further emphasis on engaging relevant central and regional government structures in:

- i) sharing and learning from achieved results at local levels and to introduce these practises nationally,
- ii) ensuring federal and local policy coherence which facilitates effective decentralisation.

PRIORITY 3

Promoting the principles of democracy and applying the Human Rights Based Approach in defining the obligations of duty bearers and the rights of men and women as rights holders as well as the relationship between them, and contribute to build a model for a political system in Iraq that combines basic human rights such as freedom, equality and justice, and the establishment of an administrative system that is effective, efficient in production and development, and responsive to the demands of the Iraqi people.

PRIORITY 4

To consolidate IRFAD as a sustainable Iraqi CSO with strong governance, robust internal systems, required organisational capacities and diversified sources of funding.

STRATEGIC GOALS 2023-2027



Based on our Theory of Change, past achievements, lessons learned and opportunities identified, we have defined the following strategic goals for the coming period:

EXPECTED IMPACT

By 2027, IRFAD has contributed to a system where local and federal government institutions are more supportive of, and work coherently within the principle of decentralisation and jointly provide higher standard public services that are responsive to the situation of Iraqi men, women, boys and girls.

EXPECTED OVERALL OUTCOMES

1. Successful models for effective and responsive local service delivery have been adopted nationally
2. Local governance decision-making has become more inclusive and transparent
3. National and local policies have become more responsive to local needs and priorities.
4. IRFAD has become more self-sufficient as an organisation, with improved governance, internal systems, organisational capacities and diversified sources of funding and more known to international organisations active in the Middle East.

STRATEGIES TO REACH THE RESULTS

Our main strategies for the coming period will be the following:

APPLYING BOTTOM-UP APPROACHES

- Focus on continuing to bridge existing gaps in the local systems in the governorates where we work,
- Pilot new initiatives with selected local departments before generalising or sharing them with others,
- Support central government to disseminate models to other governorates. Organise processes of peer-learning and exchange between local government stakeholders, and between local and central levels,
- Use competition and bench-marking to foster commitment to change.



CHANGING THE SYSTEM TOGETHER WITH THE SYSTEM

- Engage the most relevant functions in local and central administrations to take the lead in change processes,
- Support and build commitment of key individuals at governorate, regional, and central levels to stand behind decisions for changed practises,
- Have embedded offices within local government in the provinces where we work,
- Use national experts (individuals and organisations) from within the Iraqi government system, national academics and practitioners with high credibility, reinforced with international expertise when needed. Use women experts whenever possible to create role models for the Iraqi society.
- Introduce fit-to-purpose technological solutions to existing inefficiencies within the local government system.
- Engage local and central government partners in evaluation and peer-exchanges,

FOSTERING STRUCTURED COLLABORATION BETWEEN STAKEHOLDERS, PEACEFUL INCLUSIVE DIALOGUE, AND STRENGTHENING THE SENSE OF IRAQI CITIZENSHIP USING THE HUMAN RIGHTS BASED APPROACH

- Analyse and support duty bearers' and rights holders' capacities to engage, using the human rights principles of participation, non-discrimination, transparency and accountability to build a more effective local governance system,
- Support local officials to effectively perform their mandates and duties and to be more responsive to local citizens' rights and needs,
- Support local citizen groups to advocate for their needs and priorities. Find ways for increased participation of representatives of local men and women in local decision-making and monitoring of service delivery.
- Serve as a neutral broker bringing actors together to work on issues of mutual interest.
- Create meeting spaces and links to promote constructive relationships, partnerships and positive engagement between levels and actors.
- Help to set up relevant and effective interaction between international organisations and Iraqi stakeholders.

STRATEGIES TO REACH THE RESULTS

Our main strategies for the coming period will be the following:

APPLYING LEARNING FOCUSED RBM:

- Use a results-based management (RBM) approach with an actor focus (who will change as a result of work?) and where results are defined as an observable changes of behaviour of an actor - be it an individual, an organisation, or a 'system'.
- Monitor changes of behaviours in partner organisations as progress indicators towards outcomes and continuously engage in structured reflection on progress towards results achievement, ways of working, and strategic priorities.
- Assess new opportunities or ideas in accordance to our Theory of Change and strategic results and only engage in new endeavours which contribute to our strategic results.



CONTINUOUS CONFLICT AND RISK ANALYSES:

- Continue to rely on thorough research and analysis of conflict trends and risks at local and national levels, monitor emerging conflicts, try to understand stakeholders' power relations and interests and use all opportunities to reduce tension.
- Active management of identified internal and external and strategic risks which we monitor and have mitigation strategies for.
- IRFAD's staff have undergone training in risk analysis to integrate it in planning and daily operations. On a short notice we take actions to ensure that our staff, results, funding and reputation are not at risk.

Organisational development

In this section we outline IRFAD's organizational capacity development needs in order to be able to implement this strategic plan. A SWOT analysis was conducted as a basis for this strategy and is found in Annex 2. The SWOT helped us to analyse weaknesses where IRFAD needs to develop further, capitalise of our strengths and to see opportunities to engage in.

During the strategic period IRFAD will further develop its governance structure, internal systems, human resources, external relations, sources of funding and the external communication to make IRFAD more known.



The following areas for organisational development have been identified:

Governance structure

- Continue to expand the numbers of members in IFRAD to a broader group engaged in our General Assembly and activate the General Assembly to play an oversight role.
- Consolidate the Administrative Body/Board with a reduced number of members (five) to enable it to be more active and strengthen its supervisory role.
- Amend the by-law, approve it by the General Assembly, conduct a new election of the board and reregister the by-law with the NGO Department.
- Activation of a whistleblowing mechanism in IRFAD

Management systems (Finance, HR, administrative systems, internal polices)

- Review and update internal systems and standard operating procedures to reduce the level of threats and obstacles facing the staff security-wise, technically, financially or promotionally.
- Develop a Procurement Policy
- Increase the use of bank cards to reduce use of cash
- Develop a diversity policy
- Review and update the financial policy and automate the financial operations and internal control to improve the financial performance and reduce waste in spendings
- Conduct and use statutory financial audits for improvements of the internal control environment
- Continuously improve internal planning, management and decision-making practises based on results-based management.



Human resources

- Define a long term capacity-building plan for IRFAD staff and based on it and annual staff appraisals provide targeted capacity building
- Engage young persons who can bring in new energies in community development work.
- Recruitment of new staff for Communication, reporting and electronic financial governance and logistic support teams.



Communication and external relations

IRFAD's public relations and communication skills contribute greatly to the success of our organisation, as everything that we do will have an effect on our name and reputation. During the strategy period we will:

- Make IRFAD more "marketable" by producing documents which describe the organisation and our expertise, reviewing the website, make our publications accessible.
- Communicate positively and effectively with the various parties involved in our work as a way to demonstrate social responsibility towards Iraqi society.
- Improve routines for internal communication between team members.
- Develop a new role for IFAD as a hub for exchange information, discussion of opportunities for joint cooperation and coordination among CSOs to ensure that programs do not overlap or in terms of content, purpose, regions and target governorates.

Financial sustainability

IRFAD is mainly funded through grants and partnerships with development agencies, INGOs, bilateral donors and private donations. We intend to develop other funding sources, conclude agreements and accept grants from the Iraqi government, national agencies, companies, and individuals. IRFAD protects its independence in relation to funding agencies and does not accept donations from organisations or individuals who are contrary to the goals and values of the organisation. The funds raised will always be used for the intended purposes.

We made a strategic decision long time ago to "be a main partner for Swedish organisations operating in Iraq" and have worked in close partnership with SALAR within the Swedish Government's development cooperation strategies with Iraq. However, we have concluded that, in order to grow and become more self-reliant and sustainable, we need to expand beyond Swedish funding and beyond development funding to explore new sources.

In addition to pitching project ideas to donors, applying to relevant calls for application and building long term donor relations, we intend to develop new services towards the donor community in Iraq as a local resource to gather intelligence, follow up the results of other projects in the country on the local level or similar assignments. We also intend to develop our consultancy services towards local and central government agencies in Iraq. To increase the financial sustainability we will do the following:

- Improve planning of resource utilisation and coverage of institutional costs beyond projects for increased sustainability
- Map donors, INGOs and consultancy firms operating in Iraq and the region
- Develop a fundraising strategy
- Diversify sources of funding eg. by activating records of donations of members or private persons and seeking possible partnerships with other like-minded CSOs and consultancy firms,
- Build lasting relations with donors and cooperation partners to create a good and lasting reputation to be supportive, honest, reliable and sustainable

MONITORING THE STRATEGIC PLAN



The strategic plan will be operationalised through its results framework (annex 3) and consecutive annual plans. The overall results framework will guide the developments of programmes and projects which IRFAD engages in. Each annual plan will be approved by the Board of Directors and the General Assembly.

On a quarterly basis the IRFAD teams analyse progress towards results and implementation of activities. Deviations are noted, reasons for deviations analysed and required actions decided upon. On a quarterly basis the Executive Director also reports to the Board on progress made, deviations and implementation of the annual plan.

IRFAD's Board will annually review the implementation of this strategy in collaboration with the staff. Progress towards the strategic results will be analysed in accordance with the results framework and decisions taken on what needs to further developed and improved for the coming year. If needed, revisions of the strategy and results framework will be made and approved by the General Assembly.

Annex 1: Past Experiences



2018 – ongoing LOGDEVI

The Swedish Association of Local Authorities and Regions (SALAR), and its affiliate SKL International, have worked with Swedish government funded projects in Iraq for many years, most recently from 2012 to 2017 in the Governance in Social Care Iraq (GOVSOC) project in partnership with two governorates in Iraq – Duhok and Diwaniyah. The implementing partner in Iraq is the Iraqi Research Foundation for Analysis and Development (IRFAD).

The cooperation between SALAR, IRFAD, and local authorities in Iraq has led to good results and trustful relations. As the Swedish Government adopted a new four-year development cooperation strategy for Iraq in June 2017, SALAR and IRFAD continued to work with governorate partners and other stakeholders to map ideas and needs. In June 2018 a new three and a half-year project – Local Governance Development in Iraq – LOGDEVI was approved by the Swedish International Development Cooperation Agency (Sida).

2008 – 2009: A “pre-study” - with SKL International

A pre study carried out in 2008, and a “feasibility study” made in 2009, both addressing local governance in Iraq. The studies aimed at providing an analysis of local governance in general, and challenges and possible support interventions. The feasibility was commissioned in order to identify one location in the North, Central and South of Iraq respectively for inclusion in a support framework. Assessments included hard data answering to Sida's strategy for Iraq such as Gender-Related Development Index (GDI), Gender Empowerment Index (GEM), Human Development Index (HDI) and Human Poverty Index (HPI).



2010-2012 / TRIG / Dohuk, Salahuddin & Al-Qadisiyah,

TRIG – Transformed Iraqi Governance, with SKL International

- The program offered a combination of support to capacity-building integrated with a grants mechanism scheme delivered through four components
- 1.Accountable Governance: focusing on the improvement of management capacity in sub-national governments
- 2.Service orientation and thematic capacity improvements in service delivery: focusing on the improvement of specific (not pre-selected) technical areas as per needs assessments
- 3.Strategic planning: focusing on the improvement of the overall long-term planning process at the regional and local level
- 4.Grants mechanism scheme: providing hands-on application of municipal management through infrastructure and/or service improvements through its relation with the grants mechanism.

Annex 1: Past Experiences

SALAR International 
A part of the Swedish Association
of Local Authorities and Regions

SALAR International 
A part of the Swedish Association
of Local Authorities and Regions



2012-2016 / Dohuk & Al-Qadisiyah

Governance in social care, with SKL- International

IRFAD and SKL International in partnership with two governorates in Iraq – Al Qadisiyah and Dohuk.

The aim of the partnership was to support strengthened governance and management in the social care sector in Iraq by addressing issues of service provision and service quality, accessibility, accountability, responsiveness, effectiveness, and coordination-cooperation between legislative and executive powers at the sub-national level.

In collaboration with SKL-I, IRFAD was able to carry out a 3-year local government project in the middle of the civil war between IS and the allied Iraqi groupings. When all other international organisations and NGOs operated out of the green zone in Baghdad and only venture out in armored vehicles the project operated in three governorates, and project representatives only visit Baghdad to meet with the Iraqi government ministries.

2018-2021 Dohuk, Muthanna, Al Qadisiyah LOGDEVI: local governance development in Iraq, with SKL-International

LOGDEVI is built around two distinct components, one implemented in the Kurdistan region and one implemented in the south of Iraq. Focus is on contributing to seven defined key results/outcomes. Main geographical target areas are the governorates of Duhok, Diwaniyah and Muthanna, but activities are also implemented in Baghdad and Erbil. LOGDEVI applies a systems approach to local governance.

Besides addressing local government capacity gaps, finances, organisational structures, planning processes, or decision-making procedures, any effort aimed at addressing local governance must therefore also look at the interactions and relations between and among local and central actors.

2021 – 2026, Basra, Muthanna, Al Qadisiyah Supporting inclusive and transparent local governance in Iraq – with Folke Bernadotte Academy

The overall purpose of the project is to contribute to better public services and improved state-civil society relations at the local level in Iraq. The project seeks to strengthen popular participation in decision-making and planning processes relating to service delivery, to encourage public authorities that are more responsive to local needs and priorities.



Annex 1: Past Experiences

2013 - 2016 TASAWI: WOMEN'S DIGITAL LITERACY AND ENGLISH PROGRAM

The Tasawi Program is a five-year program that builds the professional skills of 2,500 Iraqi minority women through classroom training in both business English and digital literacy. In training centers based in seven locations throughout Iraq — Basrah, Baghdad, Kirkuk, Ninewa, Dohuk, Sulaymaniyah, and Erbil — these women take part in English and computer training courses coupled with professional development opportunities to improve their employability, as the private sector becomes an increasingly important part of Iraq's economic future.

The program targets Iraq's minority communities who face barriers to educational and professional opportunities. Courses support the Government of Iraq's efforts to create conditions for more diverse and broad-based economic growth and income generation by combining intensive English-language instruction with training in Microsoft Word, Excel, and Powerpoint. Up to 1,000 program alumni will have the opportunity to take further training in higher-level business software, as well as to serve as mentors to new program participants

2013-2015 REINFORCING COLLABORATION BETWEEN COMMUNITIES AND LOCAL AUTHORITIES FOR BETTER LOCAL DEMOCRACY

IRFAD and UNOPS and in partnership with Babil Governorate in Iraq

The project was designed to enhance participation and community-government partnership through approaching concrete development needs at the local level. The concrete focus on specific development issues in the area enhanced the sense of local ownership of the project.

Focusing on concrete issues, the community committee was in constant contact with IRFAD and local government at all steps of the project. IRFAD and the committee took measures to ensure good relations with the implementing directorates and with members of the governorate council and the office of the governor, with concrete issues on the table to propel the relationship forward. Since the close of the project, we have since been informed by members of the community committee that coordination between members of the community committee, the provincial council, and the relevant directorates continues. Committee members continue to communicate local needs to the local officials, with the shared conviction that the participatory methods of the project were successful and lasting even after the short time frame of the project.

2009 - Voter Education

In 2010, IRFAD partnered with DAI in a \$14 million grant from USAID to train over 500,000 citizens in thousands of workshops all over the country, alongside a media campaign that placed nonpartisan voter education in media outlets across Iraq, as well as providing equipment to supplement capabilities of Iraqi elections commission. IRFAD has extensive experience in monitoring and evaluation, consultation, regional research as well as other research and evaluation services with partners such as: World Bank, Brookings Institution, US Agency for International Development (USAID), Swedish International Development Agency (SIDA), International Crisis Group, Human Rights Watch, Private Companies and Investors, and Private Media Organizations.



Annex 1: Past Experiences

2009 - 2012 ESCRCP Emergency School Construction and Rehabilitation Project

In this big project, IRFAD role was monitoring and evaluation the project activity, and writing periodic reports to the Iraqi Ministry of Education Joint team with the World Bank consultants,

ESCRP, approved by the Bank in October 2004, has been financing the construction and rehabilitation of schools throughout Iraq, including the three governorates where the marshlands are located. ESCRP did not specifically focus on the marshlands because by international agreement financing of education projects in the marshlands was coordinated by one donor

2011 - 2013 Uniting Communities Through Multifaith Dialogue (UCTMD) program.

Uniting Communities Through Multifaith Dialogue (UCTMD) program implemented in Iraq by IREX with funding from the US Department of State Bureaus of Democracy Rights and Labor (DRL) from September 2011 to June 2013. UCTMD brought IREX, as the implementing organization, together with eight Iraqi partner NGOs representing a diverse ethnic and religious background, each based in a different Iraqi governorate. The eight NGOs received training and program support from IREX in skills for facilitation and conflict mitigation and in skills for media production and media relations. Each NGO then delivered a community project and a media project in their local area to employ these skills.



ANNEX #2

SWOT ANALYSIS



ANNEX #2: SWOT ANALYSIS

STRENGTHS

- Strong organisational culture grounded in values of pluralism, independence, adaptability, transparency, accountability, empowerment, outstanding professional performance, volunteerism and civic culture.
- Cumulative shared experience from 17 years of a professional history through different phases in Iraq with stable staff.
- History of learnings from a broad groups of international donors, that have shaped all work processes – project management, M&E, implementation, research, relation building.
- Long and solid relations and partnerships with public actors and civil society in developing institutional systems, state building, transparent dialogue and enhancing peace.
- Fast access to key actors in federal or local government, media and private sector through a network of relationships and partnerships in all governorates.
- Good reputation as skilled in understanding and proposing solutions to societal needs and problems due to proximity to key actors.
- Broader impact by integrating staff's experiences and understandings from activism in Iraqi popular movements in our operations.
- Good and flexible internal systems and work processes in compliance with Iraqi legislation and international donor requirements.
- Strict compliance to internal ethical codes, administrative, financial, human resources and security policies with clear division of roles and responsibilities for all.
- Gender based aware and diversified staff representing a medley of Iraqi society.
- Staff recognised as experts in institutional development, state building and citizenship grounded in principles of decentralisation and good governance.
- Long practice of periodic and conscious evaluation to ensure adaptations and relevance of results
- Good and accessible location of IRFAD offices which enables fast and visible results

WEAKNESSES

- Limited financial basis and dependency on services to international donors.
- Limited human resources and capacity in the light of expansion of programmes.
- Limited involvement and expertise of IRFAD membership.
- Inadequate quality of teams' internal communication and reporting.
- Lack of visual identity properly reflecting the nature of work, results and means of participation in IFAD's work processes
- Need for enhancing work methods to better correspond to management and staff capabilities.



ANNEX #2: SWOT ANALYSIS

OPPORTUNITIES

- Is accepted and supported by public service institutions, local institutions and local communities due to IRFAD's impartiality, complete independence and agile ability to adapt to changing contexts.
- Long and strong partnership, team work and mutual trust with SALAR International has built a strong reputation among Iraqi institutions and a solid ground for realising both organisations' goals for sustainable development in Iraq.
- Good ground for expansion and wide sharing of results due to geographical distribution of IRFAD teams in several governorates.
- Due to trust in IRFAD, it is able to play the role of mediator and facilitator of dialogue between state actors and citizens and between different levels of government.
- Recognition of IRFAD's long experience to lead local development processes
- The new and young generations' acceptance of civil society organisations in development and their energies for change
- Government institutions and international organisations consider IRFAD a reliable partner to engage in strengthening government's accountability and internal control, due to its impartiality and independence.
- Lack of local resources in poor governorates has changes local governments' perceptions on cooperation with civil society to bridge capacity, management and service gaps.
- Few other Iraqi organisations involved in institutional development, development of internal systems and planning mechanisms

THREATS

- Negative effects of the deteriorating Iraqi banking system, poor private sector services and limited government application of e-governance on IRFAD's internal systems.
- Security threats of armed groups and national crises impeding IFAD's work.
- Loss of experts and human resources migrating due to security threats.
- The widespread culture of corruption in government institutions affecting also IRFAD's reputation and possibilities to reach results
- The impact of tribalism and sectarian values on the political and social movements impeding promotion of active citizenship and participatory decision making
- The risk of confrontation with tribal and sectarian values exploited by some political parties.
- Absence of judicial authorities and weak rule of law when the need to defend the organisation arises
- Some stakeholders benefiting from the administrative chaos and with lack of seriousness for change affects possibilities for results and make IRFAD subject to rejection and inadmissibility.
- Inefficiency and misdistribution of focus geographically and thematically due to overlapping projects and weak coordination between development actors.
- Political conflict and absence of a unified vision, clear policies and focus on state building by political decision makers affecting implementation of IFAD's programmes.
- Continuous changes in the senior positions and departments of the institutions targeted in the programs sometimes drain the time that we invest in consolidating relations and reaching a common understanding with the partners of the results of the program.



Annex # 3 Results framework 2023 – 2027

Indicators

Overall results

Impact

By 2027, IRFAD has contributed to a system where local and federal government institutions are more supportive of, and work coherently within the principle of decentralisation and jointly provide higher standard public services that are responsive to the situation of Iraqi men, women, boys and girls.

Expect to see

Increased skills of local and federal government institutions in areas of decentralisation, effective service delivery and citizen dialogue

Like to see

Governments actors demonstrate understanding the importance of responding to citizens' needs and concerns

IMMEDIATE OUTCOMES

Outcome#1

Successful models for effective and responsive local service delivery have been adopted nationally

1.1
Strengthened capacities of local and federal government institutions to better function in a decentralised system

Models for simplified and less bureaucratic local services have been tested and approved in selected governorates provided in simplified and less bureaucratic ways after reviewing the maps of its operations

1.2
Practical models of decentralised service delivery have been developed and tested at local level

Like to see

The local community has become a partner in developing local service models in selected governorates and making it effective

Local services follow agreed quality standards approved by competent federal institutions and are in line with their instructions

Tested local service models have been disseminated to other governorates by federal authorities

Annex # 3 Results framework 2023 – 2027



Outcome#2 Local governance decision-making has become more inclusive and transparent

Immediate outcomes

2.1 - Clarified roles, internal systems and structures of local and federal government institutions

2.2 - Strengthened peaceful, inclusive and constructive dialogue between groups of citizens and local and federal government

2.3 - Improved fact-based decision making through qualitative data and information collection by local government

Indicators

Expect to see

Committed and trustworthy partners in local and federal government and local communities are actively engaged in IRFAD processes

Agreements among key actors on legal gaps, structures and practices affecting the quality of public administration and service delivery in place

Networks, groups of citizens and associations have sufficient skills to participate constructively in the local governance system

Trusted spaces and fora for citizen dialogue are available

Like to see

Increase in practices of inclusive local government and citizen dialogue processes in targeted governorates

Local authorities demonstrate increased interest in citizens' needs and concerns

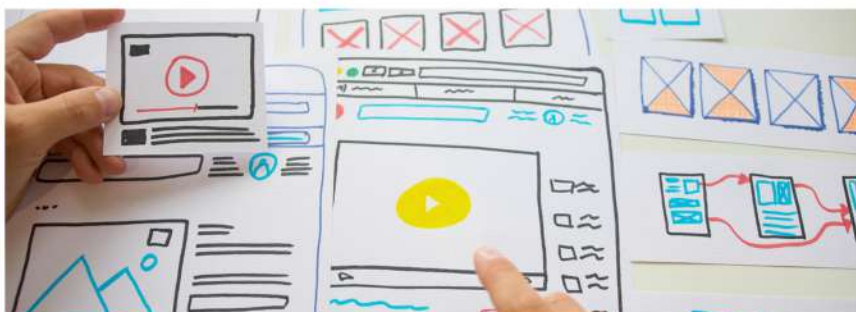
Local planning processes have become more structured and professional in targeted governorates and involves the local community and private sector as key partners

Like to see

Provincial Councils have become more able to play their legislative and oversight role to achieve local democracy and transparency

Local decision-makers have greater ability to develop medium and long-term visions and effective solutions to accumulated problems

Annex # 3 Results framework 2023 – 2027



Outcome#3 National and local policies have become more responsive to local needs and priorities.

Immediate outcomes

3.1 - Strengthened dialogue on decentralisation between different levels of government

3.2 - Increased skills of local and federal government actors to develop relevant sector policies

Indicators

Expect to see

Increased skills of local and federal government institutions in areas of decentralisation, effective service delivery and citizen dialogue

Like to see

Governments actors demonstrate understanding the importance of responding to citizens' needs and concerns

Models for simplified and less bureaucratic local services have been tested and approved in selected governorates provided in simplified and less bureaucratic ways after reviewing the maps of its operations

Like to see

The local community has become a partner in developing local service models in selected governorates and making it effective

Local services follow agreed quality standards approved by competent federal institutions and are in line with their instructions

Tested local service models have been disseminated to other governorates by federal authorities

Annex # 3 Results framework 2023 – 2027



Outcome #4

IRFAD has become more self-sufficient as an organisation, with improved governance, internal systems, organisational capacities and diversified sources of funding and more known to international organisations active in the Middle East.

Immediate outcomes

- 4.1- Active governance structure in accordance with IRFAD by-laws
- 4.2 - Efficient management systems and internal regulations known and used by all
- 4.3 - Increased capacities of IRFAD's human resources
- 4.4 - Increased financial sustainability of IRFAD

Indicators

Expect to see

- Increased number of members in the General Assembly
- Revamped governing bodies actively performing their oversight responsibilities
- Fundraising strategy for national and international income generation place
- Required internal policies and systems according to organisational assessment in place
- Increased skills of IRFAD staff defined in accordance with organisational needs
The IRFAD's Staff have become more confident in themselves and in the organisation to implement programs that have a significant impact on the targeted

Like to see

- IRFAD staff use developed tools and systems effectively
- Young IRFAD staff leads community development processes
- Increased number of donor relations
- IRFAD has become a well-known name at the national and local level in the field of development and institutional development
- IRFAD has become better known to international organizations active in the region and a reliable partner of the Iraqi government
- IRFAD's donor base is expanded
- New national funding sources secured
- IRFAD's Info hub/ resources centre services used by Iraqi CSOs and international organisations

Annex # 4 Strategic risk analysis

The following external and internal risks related to implementation of this strategy have been identified:

Description of the Risks	Probability (1-3)	Impact (1-3)	Mitigation Strategies	Responsible for Mitigation Strategies
Deterioration of the security situation	2-3	2	<ul style="list-style-type: none"> -Prepare risk analysis reports every 3 months for a proactive analysis of events and to make pre-emptive measures. -Follow-up continuously to know first-hand latest events to take appropriate decisions -Change implementation mechanisms or prepare alternative plans. 	<p>Executive Director</p> <p>Process managers</p>
Change of key stakeholders replaced by new ones.	2-3	2-3	<ul style="list-style-type: none"> -prepare a stakeholder analysis for each axis of work to assess the extent of the impact and find alternatives. -Maintain IRFAD's policy of impartiality and independence to avoid enemies and attract friends among different kinds of people involved in the work axis. -Build capacities of project teams in dialogue, mediation and conflict resolution skills. -Maintain a diversity policy for comprehensive participation of persons with various backgrounds in target areas and avoid alignments with certain parties 	<p>Process managers</p> <p>Executive Director</p>
Corruption and bribery	2-3	3	<ul style="list-style-type: none"> -Adhere to IRFAD's policy of preventing corruption and bribery -Adhere to the Code of Conduct signed by all IRFAD employees -Protect internal procedures and implementation mechanisms by documenting them and making them public for ensuring implementation in compliance with legal frameworks. -Activation of a whistleblowing mechanism in IRFAD -Ensure compliance with requirement to immediately report any suspicion related to this threat by any staff or member of IRFAD 	<p>Executive Director</p> <p>All staff</p>
Emergencies and Force Majeure Conditions.	1	2	<ul style="list-style-type: none"> Follow the procedures advised by the responsible state institutions, Study international reports in each case in-depth and follow recommendations 	All staff

Description of the Risks	Probability (1-3)	Impact (1-3)	Mitigation Strategies	Responsible for Mitigation Strategies
Political Crisis.	3	2-1	<ul style="list-style-type: none"> -Ensure that we have the scientific ability to extrapolate and predict actual and potential sources of threat and can make optimal use of available resources and capabilities to reduce the effects of the crisis, if it occurs. -Define the roles of everyone in IRFAD to organize and manage the crisis and establish an information centre within the team -Work to reduce the negative impact of the crisis on individuals, teams and activities of IRFAD -Work to return to normal life through a set of steps and procedures to restore life to the institution and its projects 	Executive Director \ Process managers Executive Director Process managers
The war in Europe and its repercussions on the Middle East and Iraq.	2	3	<ul style="list-style-type: none"> -The risk of closure of projects and the cessation of financing by the donors would be out of everyone's control to contain. -focus on taking care of the projects and not linking its activities to this type of crisis 	Executive Director
The War Against Terrorism in Iraq.	1	3-2	<ul style="list-style-type: none"> -Terrorist groups infiltrate society and operations against it are concentrated in the cities. This creates dangers of difficulty in movements for IRFAD and for being targeted. IRFAD has a guide for security procedures which is strictly followed and which outlays the procedures in detail. 	Executive Director
Security Threats to staff and Members of the Foundation.	1-2	1-2	<ul style="list-style-type: none"> -Strick application of IRFAD's security procedures guide 	Executive Director \ Process managers

Description of the Risks	Probability (1-3)	Impact (1-3)	Mitigation Strategies	Responsible for Mitigation Strategies
tribalism and sectarian values	2-3	1-2	<ul style="list-style-type: none"> -Ensure that IRFAD's staff has deep understanding of the nature of societal values, the culture of the target communities, and an understanding of ways to solve potential problems using methods stemming from the same culture as the target environment so that the solutions are socially acceptable. -Create a strong and broad network of relationships with community leaders who have deep understanding of the organization's goals and are ready to defend IRFAD. -Select work teams with a good reputation and behaviour in their communities to ensure acceptability of the support they will provide to the target communities. 	<p>Executive Director</p> <p>Process managers</p>
Weak rule of law/absence of judicial authorities to defend the organisation, when needed	2-3	3	<ul style="list-style-type: none"> -Carefully follow the principle of prevention through good internal procedures and ensure that no activities will conflict with any applicable Iraqi regulations, instructions, or laws. -Create a wide network of relations with influential figures in government and important institutions who are familiar with the nature of IRFAD's activities and have no explicit and lonely objections regarding it. -Apply the policy of neutrality, independence and standing at a distance that separates IRFAD from political actors. Carefully choose the appropriate time to withdraw and not confront authorities if the risks are greater than our ability to face them. 	<p>Process managers</p> <p>Executive Director</p>
Rejection of results by actors in the system with interests to maintain status quo	2-3	2-3	<ul style="list-style-type: none"> -Include stakeholders in the preparation of plans as a basic principle for building acceptance. Ensure that field teams provide an as friendly environment as possible in targeted institutions and ensure that no one is ignored intentionally or unintentionally to not create enemies for unjustified reasons. -Ensure that influential decision-makers in the institutions approve proposed plans in a written and documented manner. -Build positive relationships with political leaders and important positions in the federal government to ensure a recourse to them in the event that the risks are at the level of local governments and vice versa. -The security of the teams is a red line that must be retreated upon when reaching it. However the teams must try to the maximum extent possible to make a positive change in the reality of the targeted institutions and insist on bringing about change for the better as what we do stems from the identity of IRFAD as a CSO and not an executing contractor that adopts the principle Profit and loss in the programs we implement. 	<p>Process managers</p>

<p>Inadequate Work Supplies (such as equipment , etc.</p>	<p>1</p>	<p>2</p>	<ul style="list-style-type: none"> -Strengthening the role of the Management and HR Department in following up on the needs of all project workers and develop a plan for equipment and procurement. 	<p>Executive Director</p>
<p>Staff turnover, absenteeism, and overworked staff</p>	<p>2-3</p>	<p>2-3</p>	<ul style="list-style-type: none"> -Analyse problems with absenteeism and put in place a more flexible and predictable scheduling to meet employees' demands. -Links staff performance with stated goals -Develop realistic and workable job descriptions which correspond to the ability of each team member. -Ensure development of skills of the work teams, invest in their capabilities, and be patient enough to enable them to prove themselves in the tasks assigned to them, and then thinking about rotating positions as much as possible to avoid boredom and frustration for people who spend a long time in the same positions. 	<p>Executive Director</p>
<p>Weakness of Plans</p>	<p>2</p>	<p>2</p>	<ul style="list-style-type: none"> -Build unified understanding of the goals and strategies by all involved in implementing the activities in order to avoid this problem. -Ensure participatory, strong communication, and inclusive meetings for all concerned in preparing plans 	<p>Executive Director \ Process managers</p>
<p>Internal Conflicts among the Team Members</p>	<p>1-2</p>	<p>3</p>	<ul style="list-style-type: none"> -When the team turns to Executive Director in IRFAD stay calm, communicate and listen, acknowledge the conflict and find a resolution, if needed involve higher leadership in IRFAD 	<p>Executive Director</p>
<p>Unfriendly work Environment</p>	<p>1-2</p>	<p>1-2</p>	<ul style="list-style-type: none"> -train and educate the team and address the work culture among them. Create an inclusive environment for others. -Take action when something is wrong and try to help build the mental fitness of the team. -Provide support for well-being and tools for self-development. 	<p>Executive Director</p>

TO Gunnar Andersson & Cecilia Karlstedt

Our friendship has weathered the test of time, and We are forever grateful for your unwavering support and guidance.

Your unwavering loyalty and trust in IRFAD have provided us with a solid foundation.

Thank you for everything you do, Thank you for being the persons We can always count on.



Gunnar Andersson

Thank You!



Cecilia Karlstedt



