

# Dorcas Iraq

*Strategic Plan 2022-2025*

Making tangible  
contributions to  
long-term change



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# Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

**What we believe**

We believe in the value and God-given potential of every single person. We are called to demonstrate God’s love for those in need. This is how we follow Jesus Christ.

**What we see**

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

**What we do**

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people’s basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

**Theory of Change in short**

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



We help Iraqis irrespective of their origin, religion and ethics in a country torn apart by wars and corruption. We seek to help Iraq resume its positive role within the Middle East.

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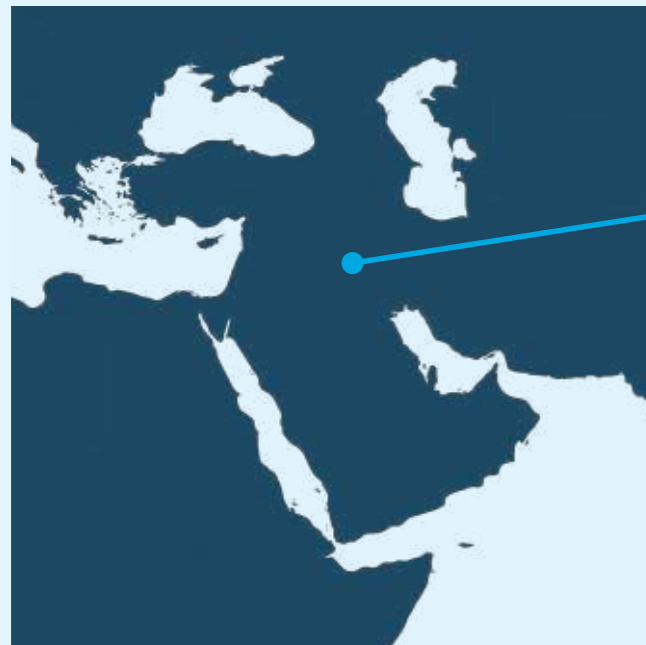
## History

Dorcas started working in Iraq in 2014. We help vulnerable people in the neediest areas, such as Sinjar district in Ninewa Governorate as well as inside the camps in Duhok Governorate. Dorcas Iraq has strong relations with local authorities and local and international NGOs. We are a proactive partner with various UN clusters.

## Context

In Iraq, the conflict with the Islamic State (ISIS) and the COVID-19 pandemic have negatively impacted the economy. This has reduced the government's ability to pay wages on time, leading to a further decrease in productivity and even more poverty. Falling exchange rates have compounded the country's economic woes. In addition, around 3.4 million people have been displaced due to the ISIS conflicts. Those citizens are highly dependent on aid for survival, putting even more strain on the government's stretched resources.

Dorcas Iraq's response is to continue its focus on relief and recovery programmes while taking into account the effect of closing refugee camps on internally displaced persons (IDPs). Dorcas Iraq aims to efficiently contribute to shielding affected communities from risks that could harm their integrity through Protection and Food Security and Livelihood (FSL) programmes and by ensuring their access to basic services through water, sanitation and hygiene (WASH) programmes. We seek to achieve this by working on skills development and capacity development. Our activities also include vocational training in the areas of housing, land and properties (HLP) and school construction.



# Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Iraq will work out these strategic ambitions is now described.



## Include People who are Marginalised and Socially Excluded

Dorcas Iraq exists for the vulnerable, and reaching all groups that need our help is a major concern. We are there for women, children, female-headed households, IDPs and returnees in Sinjar and Dohuk. Also, wherever possible, we operate in other areas of the country in line with the priorities of the humanitarian response plan for Iraq.

There are many IDPs in the Sinjar area. We continue to look for and utilise possibilities for protection, WASH and livelihood recovery programming there. We have also started with some operations in the newly liberated areas in Ninewa Governorate that host IDPs, returnees and people who decided to stay in their homes during the ISIS armed conflicts.



## Realise Coherent and Community-based Programmes

Dorcas Iraq mainly works in relief and recovery with an integrated approach that combines Protection, FSL and WASH. During this strategic period, Nexus principles, Inclusive Entrepreneurship and Asset Based Community Development (ABCD) will be introduced in our programmes. Nexus programmes will cover Relief, Recovery and Development. This could be via public-private partnerships or through the design of income-generating projects.

We will focus on returnees' needs and ensure that they can peacefully co-exist with current remaining residents. Short-term humanitarian aid will be given to vulnerable people to help them on their first steps to recovery. In this context, we are also exploring the possibilities to provide mental health and psychosocial support. Humanitarian interventions are targeted at helping people to rebuild their own livelihoods through early recovery support so they become less dependent on aid. Moreover, our efforts in the area of vocational training will boost their economic opportunities. Dorcas Iraq increases the impact of its projects by investing in the capacity building of local organisations. Finally, climate change is considered to be a mainstream topic in all of our programmes.





## Increase the Scale and Effectiveness of our Work

Dorcas Iraq is a leader, partner or implementer in several consortia. We aim to participate in more partnerships to cover different geographical and thematic areas. Our strategic focus is to engage local NGOs in these partnerships as this will enhance their capacity and improve their programmatic and operational effectiveness. Furthermore, we seek strong strategic partnerships and aim to realise a complete integrated life cycle of project management that builds evidence for genuine change in beneficiaries' lives.

Together with the International Office, we will develop our roadmap for building partnerships at various levels. We are developing an action plan for acquisition and the monitoring of fundraising plans. We will further develop and improve these efforts for better results.

We provide capacity building and training to local NGOs, initiatives from local NGOs and existing community-based structures, such as WASH committees in villages. These activities support our efforts in the areas of resilient livelihoods, resettlement of displaced citizens, protection and rehabilitation.

Dorcas Iraq also plans to facilitate the implementation of vocational training in different sectors. Coordination will be ongoing and encompass informal contacts, bilateral and multilateral meetings, maintaining contact with relevant institutions and government departments, and joint planning, implementation, monitoring and evaluation of projects.



## Mobilise Resources and Engage Communities

Most of Dorcas Iraq's current funding comes from international sources. Efforts to find new sources of funding will require the introduction of new programme concepts, designs and partnerships. We are working with the International Office to explore different channels of fundraising, especially from the Gulf Countries and the EU.



## Become an Agile Catalyst and ConnActor

Dorcas Iraq has its main office in Dohuk Governorate and a field office in the Ninawa Governorate. The core team is composed of operational, support and programme staff as well as project staff who have a role in project implementation, capacity building of local organisations and facilitation (e.g. of trainings). We are registered to operate under the jurisdiction of the Federal Government of Iraq and Kurdistan Government and actively realise projects in both areas.



## Effect Regional Priorities, Cross-Country Learning and Cooperation

Our main office is close to several other international and local NGOs, which facilitates natural contact with these entities. The proximity of both offices to our projects allows us to carefully monitor changes on the ground and respond accordingly to maximise the impact of our work.

Dorcas countries in the Middle East region (Iraq, Syria, Lebanon, Egypt and Yemen) have a common culture, history and background. They also share the same language, which makes it easier for them to understand each other. The Country Offices in the region have increased their impact through intensified coordination and sharing experiences in funding acquisition, quality control and programmes.

Dorcas Iraq seeks a strong cooperation with other countries in the region, especially in areas where it lacks expertise and skills. This can be realised, for example, through exchanging lessons learned, technical visits and joint training courses. We will also look for donors with a regional focus to increase the impact and effectiveness of our programmes in the Middle East. Such regional partnerships will also strengthen our regional presence and profile and boost our fundraising efforts.

## Meet our Country Director



### Wisam Obayes - Country Director Iraq

'After 20 years of travelling through the Middle East I came home as it was time to help my people directly. I am particularly interested in how Dorcas reaches areas where no other help exists - and the extra mile that the organisation goes to make a tangible contribution and realise long-term change. A slow and stable approach is important - one that focuses on the hidden psychological wounds many people are nursing and on justice and healing. If we are going to send vulnerable refugees home then we must provide the support they need. The next generation brings hope - just look at the youth protests across Iraq. We need to listen and raise their voices.'



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