



BWOC

Better World Organization
for Community Development

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25

**BETTER WORLD
ORGANIZATION FOR
COMMUNITY DEVELOPMENT**

**5-YEAR STRATEGIC PLAN
(2025-2030)**

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INTRODUCTION

Better World Organization for Community Development (BW OCD) is a fully women-led organization, founded in 2017 in the Kurdistan region of Iraq and registered in Baghdad in 2019. The organization transforms the lives of women, girls, and youth from vulnerability to serving as visionaries. At BW OCD, we believe that if women, girls, and youth are safe from discrimination and injustice, are empowered socially and economically, have improved emotional resilience, live in communities that are socially cohesive and prepared for climate change, then communities in Iraq will be healthier and more harmonized. BW OCD accomplishes this through programs that focus on Protection, Mental Health and Psychosocial Support, Social and Economic Empowerment, Peace Building and Social Cohesion, Climate Action, and Humanitarian Aid.



Since its establishment, BW OCD has supported over **80,000** individuals in need, including Internally Displaced Persons (IDPs), refugees, returnees, and host community members in Ninewa and Duhok governorates. We have empowered thousands of women, girls, and youth socially and economically. As a result, many are now active in different fields of work and playing a leading role in their families and communities.

At the national level, the organization is contributing to further goals in regional stabilization and long-term development such as building healthier and more harmonized communities. At the international level, BW OCD is advocating for vulnerable communities, actively promoting and contributing to SDGs (good health and well-being, reduced inequalities, decent work and economic growth, climate action). Overall, the organization's work promotes peace, justice, and strong institutions that lead to stable and healthier populations.

This strategic plan shapes BW OCD's unwavering commitment to change over the next five years. It includes sound existing and new strategies to accomplish our organizational mission and vision. The strategic plan provides a roadmap for BW OCD, as well as the rationale for the direction, both programmatically and operationally, based on past performance, organizational capacities, and future opportunities.

STRUCTURE OF THE STRATEGY

The strategic plan outlines five strategic program areas and one strategic area for operations over the next five years. Each strategic area includes goals, objectives, and approaches, which are accompanied by relevant indicators to measure progress within the five-year timeframe. All indicators identified under each strategic area are a guideline and will be expanded on with targets through regular monitoring and annual planning. The strategic plan has been informed by multiple analyses around the context and organization.



In addition to the above, this strategic plan includes strategies on Resource Mobilization and Financial Sustainability, Communications, Community Engagement, and Monitoring and Evaluation. Each section outlines the key strategies and approaches the organization will use for these topics to ensure the strategic plan can be implemented successfully over the next five years and beyond.

BACKGROUND AND CONTEXT

BETTER WORLD ORGANIZATION FOR COMMUNITY DEVELOPMENT'S STORY

In 2014, a significant influx of survivors from the Islamic State of Iraq and Syria (ISIS) massacres were displaced in Duhok. Witnessing this humanitarian crisis, the compassionate residents of Duhok opened their hearts and homes to those in need. Notably, the younger members of the community took immediate action, offering assistance to the displaced individuals. They engaged directly with the survivors, providing essential supplies, and cleaning and preparing suitable accommodations. These impactful acts of kindness deeply resonated with Walaa M. Ahmed, the visionary behind the establishment of BWOCD. She recognized the innate desire within young people to affect positive change and sought to amplify their efforts.

Thus, in 2017 , the Better World Organization for Community Development was founded with a small but dedicated group of women who shared a common vision of fostering a peaceful world. Their objective was to support vulnerable communities through innovative, sustainable, and impactful approaches. Going beyond immediate relief, they aimed to implement projects that would have sustainable benefits for individuals and communities alike. As the organization grew, attracting more volunteers and supporters, their capacity to make a meaningful difference expanded. The BWOCD's distinguishing characteristics became their unwavering dedication, genuine sincerity, and innovative approach, setting them apart from other organizations in their field. The story of Better World organization for Community Development epitomizes hope, resilience, and the transformative power of collective action. It serves as a testament to how a small group of committed individuals can inspire change and rally others to their cause. Through their efforts, BWOCD aspires to build a brighter future for vulnerable communities, contributing to a more peaceful and harmonious world.



2. ORGANIZATIONAL OVERVIEW

VISION STATEMENT

A world where women, girls, and youth, have their rights protected, are free from violence and discrimination, and can lead independent and empowered lives within harmonious communities.



CORE VALUES

MISSION STATEMENT

Our mission is to protect the rights of women, girls, and youth, ensuring their independence, empowerment, and freedom from violence and discrimination. We strive to create healthy communities that embrace acceptance and respect, regardless of religious or ethnic differences.

1 HUMANITY

Treat everyone with compassion, empathy, and respect.

2 CARE

Prioritize well-being and provide a safe, supportive environment.

3 DIGNITY

Respect rights, empower individuals, and value contributions.

4 EXCELLENCE

Strive for quality, innovation, and accountability.

5 INTEGRITY

Uphold honesty, ethics, and trust.

BWOC D'S APPROACH TO SUSTAINABLE COMMUNITY DEVELOPMENT

Better World Organization for Community Development

Theory of Change

If women, girls, and youth:

Outcomes

- 01 Are safe from discrimination and injustice,
- 02 Have improved emotional resilience,
- 03 Are empowered socially and economically,
- 04 live in communities that are socially cohesive and prepared for climate change,

Impact

Then communities in Iraq will be healthier and more harmonized.

We achieve this theory of change from programming in Protection, Mental Health & Psycho-social support, Social & Economic Empowerment, Peacebuilding & Social Cohesion, Climate Action, and Humanitarian Aid

Our Approaches

Build

We build on the strengths and capacities of local communities

Engage

We engage with communities to identify needs, amplify their voices, and encourage their participation

Innovate

We innovate activities using culture, technology, and learning from other contexts

Agile & Adaptable

We are adaptable and agile, given the complex and uncertain context

Holistic

We address the unique and complex needs of communities through a holistic and multisectoral lens

TARGET GROUPS AND GEOGRAPHIC SCOPE

Target Groups

BWOC D focuses their work on vulnerable communities including host communities, internally displaced, refugees, and returnees. More specifically, their work is targeted to change the lives of women and girls, adolescent youth (12-18), and youth (18-25). However, by extension, this includes working with men and key stakeholders who are involved in the process of achieving positive change for women, girls, and youth. This holistic approach ensures the results are achieved and sustained at the individual, family, and community level.



Geographic Scope

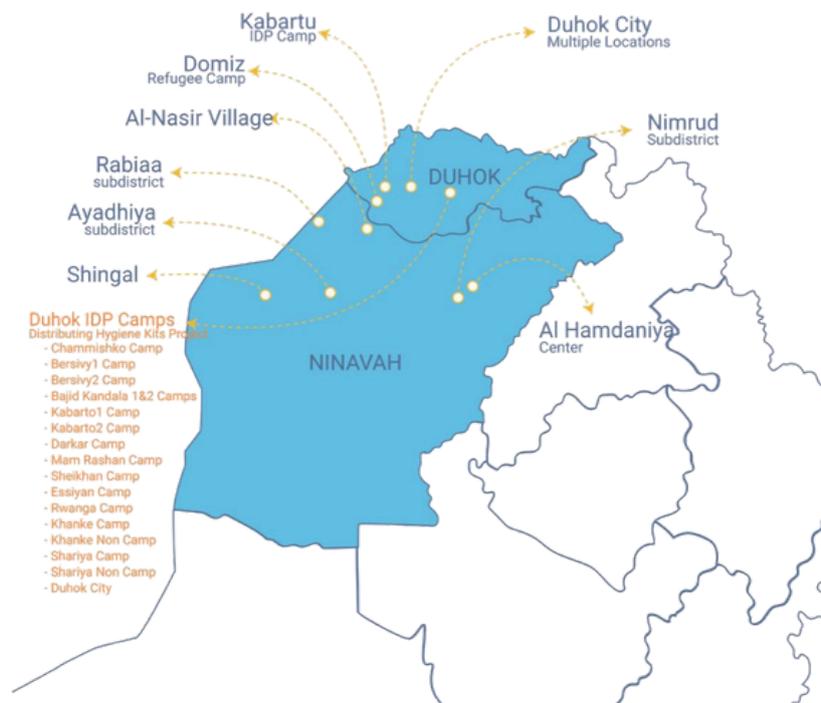
The locations of BWOC D's work have varied over the last six years, from camps to established communities and urban areas to both rural and urban areas. To date all BWOC D's programs have taken place in Duhok Governorate in the Kurdistan Region of Iraq (KRI) and Ninewa Governorate within the Federal Government of Iraq.

Kurdistan Region of Iraq: Duhok Governorate

BWOCD centered its work previously on activities in IDP camps until these camps were closed and/or taken over by the KRG. They similarly reached out to communities hosting large groups of IDPs. BWOCD continues to work with IDPs in Kabarto camps 1 and 2, and in Sheikhan community, where both IDPs and host community members participate in a variety of program activities. BWOCD also serves Syrian refugees in Duhok and Zakho cities.

Federal Government of Iraq: Ninewa Governorate

Most of BWOCD's programs take place in Ninewa Governate with IDPs, returnees, and host community members. Community selection is prioritized by the existence of disrupted environmental and economic resources, broken public infrastructure, and other negative effects caused by ISIS control and ISIS fighters. To date, BWOCD has concentrated their efforts in communities within the districts of Tel Afar, Tel Kaif (Keppe), Al-Hamdaniya, Nimrud, and Mosul.



Expanding to New Geographic Areas:

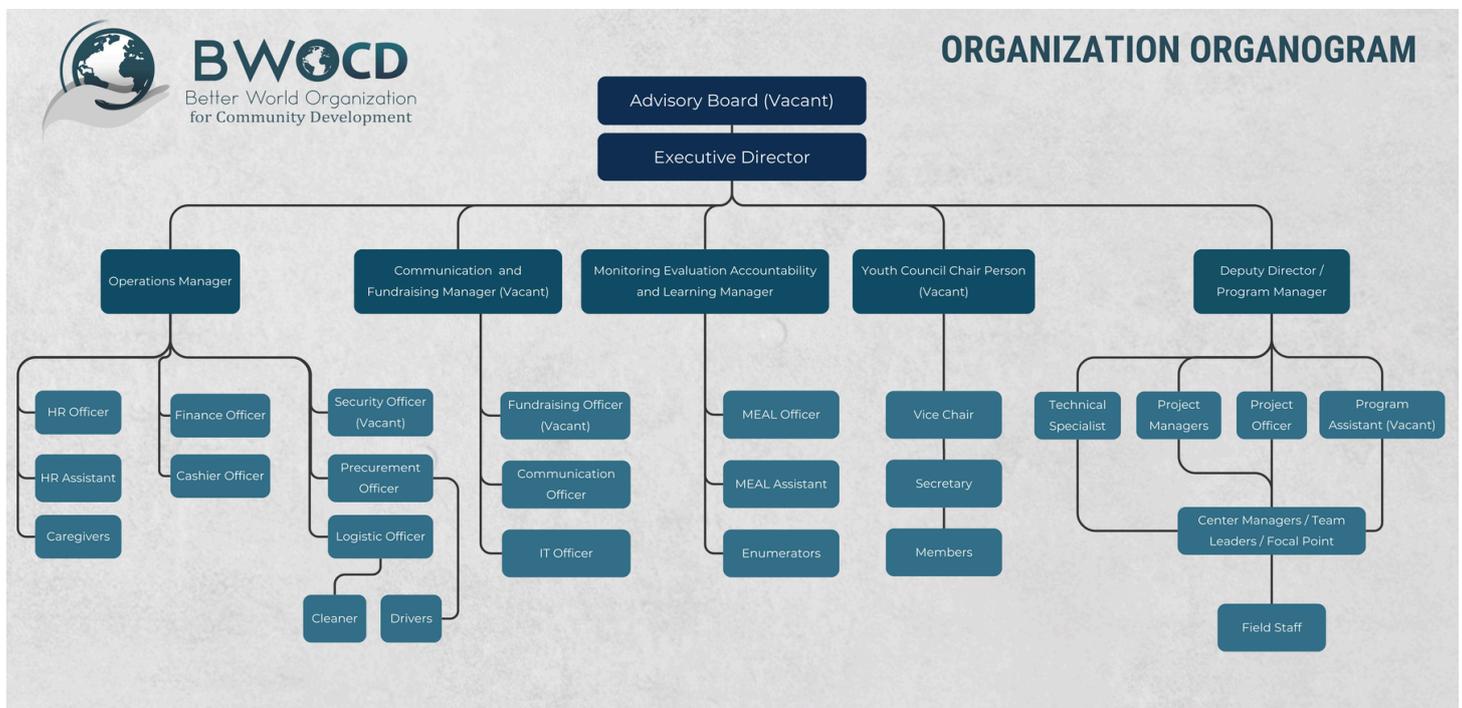
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ORGANIZATIONAL STRUCTURE AND CAPACITIES

The **BWOCD** currently operates with a team of **75** program, operations, and field staff. The focus of the organization is primarily on managing the day-to-day operations, implementing programs effectively, and meeting the needs of the communities. BWOCD remains committed to this goal, and we are actively exploring strategies to introduce a Board of Advisors to support in technical expertise, management decisions, and resource mobilization. The senior executive management team are the main decision-making body of the organization that consists of six staff members, which includes the following positions: Director, Director Deputy/Program Manager, Capacity Building Officers, Operations Manager, and M&E Manager, and they oversee teams in operations and programs (see organigram in Annex-1). The programs department features specialties in Protection, MHPSS, Livelihoods, Peacebuilding, Technology, and Agriculture, as flagship programs that BWOCD has operated for 5 years.

Organization Capacity:

The organization established robust and transparent systems and policies for finance, HR, logistics, procurement, and MEAL departments that ensure effective operations, accountability, and accurate reporting to donors and government. The organization also actively participates in capacity building programs in both technical and operational capacities. Previous projects BWOCD has participated in were provided by several INGOs, UN agencies specifically the donor organizations of the BWOCD. One to highlight is USAID’s Bureau of Humanitarian Assistance-funded project, implemented by International Medical Corps, which supported the organization in logistics and procurement, resource mobilization, and disaster risk reduction, with experts closely guiding BWOCD in policy, strategy, and plan development to enhance operational capacities.

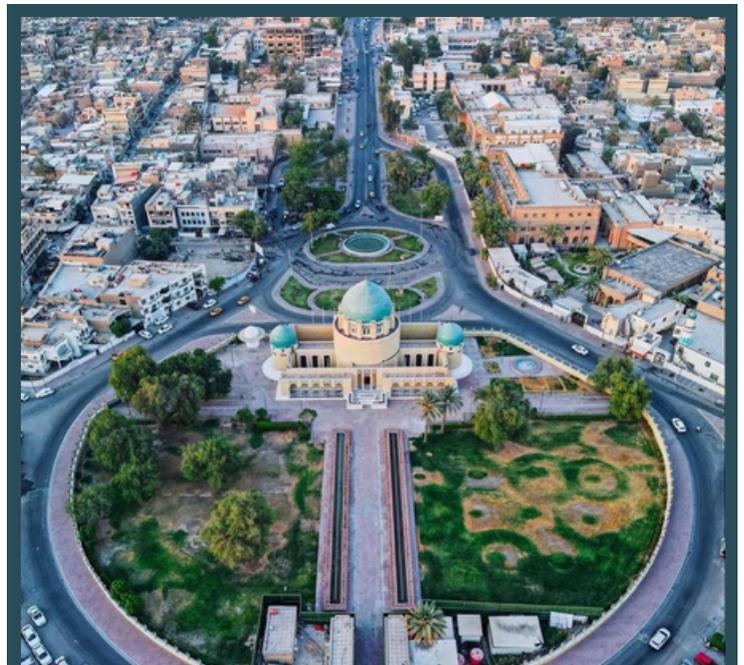


3. Situational Analysis

COUNTRY CONTEXT:

Iraq has experienced a relatively stable situation, a slow reconstruction process, and a development process since the armed conflict with the Islamic State of Iraq and Syria (ISIS) came to an end in 2017. However, emerging from this conflict is a legacy of challenges, especially in the federal areas[1] which were occupied by ISIS in 2014-2017, such as devastated infrastructure, weak governance, security violations, sectarian animosities, political and territorial disputes, protracted displacement, increased poverty and low standards of living, and increased migration, especially of youth (Sabri, 2022). The atrocities and war crimes committed by ISIS have also deepened social divides, which has made reconciliation difficult, and hindered moves towards transitional justice and social cohesion. Some attempts to strengthen social cohesion have been made but ineffectively. The relations between Iraq's different ethnic and religious groups still remain fragile especially due to ethno-sectarian affiliations of the political system (UN Iraq, 2021; SIDA, 2012). The unemployment rate in Iraq had increased from 14 percent in 2016 to 15.6 percent in 2023 (13.6% in KRI).

Iraq also increasingly suffers from environmental degradation and is ranked the fifth-most vulnerable country to climate change, which has contributed to the displacement of population particularly in the central and southern areas of Iraq (IOM, October 2023; USAID 2023). Climate change has resulted in prolonged heatwaves, erratic precipitation, drought and water scarcity, flooding (during 2024), increased temperatures, sand and dust storms, increased disaster intensity.



[1] Areas under the administration of the central/federal government of Iraq (GoI).



VULNERABLE GROUPS

Vulnerable groups in Iraq generally include women, youth, children, persons with disabilities, and displaced people. More specifically, they can be categorized into the following groups: People in acute need and those not able to meet several of their most basic needs; people living in critical shelter and unsafe physical living environments; people who lack core civil documentation; and people who require protection. IDPs, refugees, and returnees who continue to rely on assistance, live in critical shelter, and lack documentation are most vulnerable. IDPs and refugees, especially females, have limited access to basic health services, education, and employment opportunities. (IOM Iraq, June 2023; OCHA, 2022c). There continue to be 1,123,663 IDPs across Iraq of which almost half (53%) reside in KRI (21% in camps and 79% in non-camp areas) with the majority being in Duhok Governorate (IOM Iraq, January 2024). While most of the IDPs residing in KRI were displaced from Sinjar district, a supportive environment has not been provided to allow their voluntary return (Saleem, 2023). Moreover, KRI hosts 271,150 refugees from several countries mainly Syria (KRSO, 2023).



WOMEN AND GIRLS

Social norms in the federal Iraq and KRI have been shaped by societal norms, politics, and waves of internal conflict. Women and girls are regularly subjected to various forms of discrimination and violence. Historically, inequality has been evident in almost all sectors or aspects of life in Iraq, and women have been disadvantaged. Men are considered as breadwinners and head of households; therefore, it is still believed that men should make most household decisions, including on women's economic participation (UN Iraq, 2021). The situation for women and girls is aggravated by weak law enforcement and fear of reporting violence which hinder access to justice for victims. Lack of awareness about legislation and law enforcement mechanisms that combat violence against women, inefficient enforcement of the legislation, and women's fear to report complaints are also evident in Iraq (Intisar et al, 2017; Mohammed, 2024).



YOUTH

Youth, an age group within 15–24 years, represents the largest segment of Iraq's demographic composition. Growing up in a post-conflict environment, Iraqi youth often struggle with the aftermath of war, including disrupted education, limited job prospects, high unemployment rates, deteriorating business environment, political instability, and social constraints, which hinder their potential for progress. Lack of knowledge and skills necessary to adapt to a new economic and social environment increases their vulnerability. This lack is mostly attributed to the longstanding mismatch between university education and the demands of professional life and the job market. Since 2018, dissatisfaction among the youth especially in the federal areas about the current situation has become apparent remarkably through public protests which often resulted in violent and bloody clashes with the government. While the youth are increasingly leveraging digital platforms to engage in activism, express their views, and advocate for social change, education and vocational training initiatives are critical in empowering them to contribute positively to their communities and the country. Additionally, addressing mental health issues and providing safe spaces for dialogue can support their growth and integration into a stable and prosperous society. (Iraq CSO, 2011; Global Partners Governance, 2021; Friedrich-Ebert-Stiftung, 2022; NRC, 2023).

KEY STAKEHOLDERS:

BWOCD recognizes that effective partnerships and collaborations are crucial for achieving our mission and maximizing the impact of our work. We actively engage in collaborations with a diverse range of networks, organizations, and governmental entities to enhance our capabilities and extend our reach. BWOCD was an active member in the cluster system from 2018 to 2023, and participated in coordination meetings in several sectors, such as Camp Coordination, Protection, GBV, MHPSS, Livelihood and Child Protection. After the cluster system closed in Iraq in 2023, the organization continues to serve as an active member in the coordination mechanisms in Duhok and Ninewa Governorate, specifically for MHPSS and GBV, as these are the main active coordination working groups operating. BWOCD is also a member in the GBVIMS (Gender Based Violence Information Management System) task force. In addition, BWOCD continues to participate in camp coordination meetings in the camps in which the organization is operating, such as Kabartu 1&2, and Shekhan camps in Duhok Governorate.



The organization is a member of different national and global coalitions such as: Coalition for Just Reparation in Iraq; 1325 Coalition Iraq; Global Beijing+25 Women Peace and Security; and a member of the advisory committee for Survivors Voice Network.

BWOCD worked on several projects as part of a consortium with other local NGOs such as Dak for Yazidi Women Development. In partnership with the INGO CARE, BWOCD partners with ten other women's rights organizations in Ninewa Governorate, implementing a project related to UNSCR 1325 Women Peace and Security Iraq National Action Plan. It is important to highlight that the organization has a strong network and collaborates with governmental institutions, such as: Women High Council in Erbil, Directorate of Non-Governmental Organization; Joint Crisis Center in Erbil; Directorate of Migration and Crisis Response in Duhok; General Directorate of Care and Social Development in Duhok; General Directorate of Education; Directorate of Youth and Sport; Directorate of Environment in Duhok; Directorate of Agricultural Research in Duhok; and the University of Duhok.

IN THE FIVE NEXT YEARS

BWOCD will maintain its existing network and expand collaboration, particularly with ministries in Erbil and Baghdad. In Erbil, BWOCD will focus on the Ministry of Social and Labor Affairs, Ministry of Education, Ministry of Higher Education, Ministry of Youth and Sport, and other relevant entities that are working on climate change. In Baghdad, our focus will be on National Department for Iraqi Women, and Ministry of Youth, as well as on expanding our network with INGOs, UN agencies and other donor institutions mentioned in the funding landscape section below. These diverse and strategic collaborations support the organization in ensuring that its programs are comprehensive, sustainable, and impactful, addressing the multifaceted needs of the communities we serve. This collaboration will be through implementing joint projects and activities, coordination for using public spaces for implementing projects activities, and conducting ongoing advocacy efforts to deliver the voice of unheard populations to those in authorities. Moreover, these partnerships and collaborations are helpful for knowledge sharing, exchange of experience, and capacity building of everyone involved.



FUNDING LANDSCAPE

Since 2023, the amount of humanitarian funding has decreased in Iraq and Kurdistan regions, and the cluster system closed, resulting a more challenging resource mobilization environment. The donors who remain are focused on stabilization and post conflict rehabilitation. In addition, many are now focusing on climate change issues and how to integrate this topic strategically into their work. Moreover, the localization approach has expanded in the last three years where donors are now requiring local and national organizations to be included in consortia to gain funding. BWOCD plans to seek out opportunities that align with its priorities such as peacebuilding, climate, and women and girls. In addition, we plan to identify strategic partnerships with INGOs and other stakeholders with an emphasis on addressing the financial needs of BWOCD and capacity sharing within these partnerships to ensure impactful work.

THE MOST ACTIVE DONORS IN IRAQ AND KURDISTAN ARE AS FOLLOWS:



UN agencies (**UNICEF, UNHCR, UNDP, UN Women, IOM, UNFPA and ILO**), which are giving priority to supporting conflict affected populations.



Several countries are providing funding through their embassies in Baghdad and consulates in Erbil, such as **Germany, Netherlands, UK, France, Czech Republic, and Japan.**



International non-governmental organizations continue to work in Iraq and Kurdistan since the ISIS war in 2014.

The international donors also provide funding to government and national organizations such as **Care International, Norwegian People Aid (NPA), Norwegian Refugee Council (NRC), WHH, Mercy Corps, and International Medical Corps.**

BWOCD, since its establishment, has worked with different donors, such as: IOM, UNICEF, GIZ, Hungarian Interchurch Aid, CARE International, Norwegian People Aid, German Consulate in Erbil, Kvinna tel Kvinna, Medical Mondiale, and SOS Germany. Some funds focused on humanitarian and emergency response, such as the funds from IOM and UNICEF, while others focused on development, such as CARE and NPA. Currently BWOCD is working with CARE on women, peace, and security from 2022-2025, and with NPA on women empowerment and protection from 2023-2026. As of end of 2024, BWOCD started new partnerships with UN Women and Women for Women International.

PESTLE ANALYSIS

The external context in which BWOCD operates significantly influences its work across political, economic, social, technological, legal, and environmental dimensions. A deeper understanding of these factors enables the organization to remain adaptive and ensure the sustainability of its impact.

01. GOVERNMENT AND LEGAL:

Complex, unclear, and frequently changing regulations in Erbil and Baghdad present significant barriers to daily operations. Key challenges include navigating tax policies, compliance with social insurance requirements, and maintaining legal alignment amidst shifting governmental priorities. These obstacles necessitate proactive legal monitoring, consistent dialogue with authorities, and capacity building for internal teams to ensure compliance and minimize disruptions.

02. SOCIAL AND ECONOMIC:

The social and economic instability faced by target communities exacerbates vulnerabilities and presents challenges for effective programming. High unemployment rates, shifting demographic dynamics, and deep-rooted inequalities demand that BWOCD develop holistic, context-sensitive interventions that address both immediate needs and long-term resilience. Building strong local partnerships and adopting participatory approaches remain central to designing impactful and inclusive programs.

03. TECHNOLOGICAL:

Technology serves as a transformative enabler for BWOCD's internal systems and external interventions. Digital tools enhance program delivery, improve data management, and foster greater outreach. However, the rise of cyber risks and data protection challenges require heightened vigilance to safeguard the organization and the people it serves. BWOCD is committed to strengthening its cybersecurity infrastructure, adopting ethical data management practices, and providing training to staff on technology use and digital literacy.

04. ENVIRONMENTAL:

Climate risks are a growing concern in Iraq, with events like the 2024 flood in Duhok underscoring the urgency of climate adaptation measures. Environmental challenges directly affect operations, the well-being of staff, and the lives of target populations. These risks necessitate adaptive planning, the integration of climate resilience into programs, and a focus on supporting communities to mitigate and adapt to climate change impacts.

Operating in Iraq's complex and volatile environment, BWOCD has developed a strong capacity for adaptability and agility. By leveraging this strength, the organization ensures its interventions are both responsive to evolving challenges and aligned with the sustainable development needs of the communities it serves. Moving forward, BWOCD will continue to embed risk management, collaboration, and innovation into its strategic approach to maximize impact and resilience.

4. STRATEGIC AREAS

STRATEGIC AREA 1:

PROTECTION AND MENTAL HEALTH AND PSYCHO-SOCIAL SUPPORT (MHPSS)



GOAL

Increase the resilience and wellbeing of vulnerable populations who face risks in protection, mental health, and violence against women and girls

| Objective 1 | Approaches | Indicators |
|---|---|---|
| <p>Increase access to mental health services and provide psychosocial support to vulnerable populations</p> | <ul style="list-style-type: none"> Integration of MHPSS component in the organization programming Conduct awareness activities to reduce mental health stigma and promote help-seeking Use the developed curriculum by different actors such as (Save the Children, IOM, and UNICEF) on arts and sports as a tool for mental health well-being and provide capacity strengthening support for implementation | <p># of community members reported improved well-being and resilience as a result of support from BW OCD in MHPSS services</p> <p># of community members who have received MHPSS services</p> <p># of people reached through awareness activities conducted to reduce stigma and improve help-seeking by vulnerable</p> |
| Objective 2 | Approaches | Indicators |
| <p>Increase support services for survivors of violence and strengthen community awareness on prevention of violence against women, girls and family</p> | <ul style="list-style-type: none"> Conduct awareness campaigns, workshops, and training sessions on preventing violence against women and girls by collaborating with schools, community centers, and local authorities. Advocate for the implementation and enforcement of laws and policies protecting women and girls, while also emphasizing the importance of engaging men as allies in the prevention of violence against women and girls. Establish and operate safe spaces to provide support services (case management, psycho-social support, legal, and referrals) for women, girls, and survivors. | <p># of women and girls who received case management services including (psycho-social support, legal, and referrals)</p> <p># of safe spaces operated by the organization individually or through coordination with other actors per year</p> <p># of people reached through awareness activities conducted on violence related topics</p> <ul style="list-style-type: none"> Effective participation and membership in networks and collations that work on advocacy efforts towards women and girls' rights |

STRATEGIC AREA 2: SOCIAL AND ECONOMIC EMPOWERMENT



GOAL

Empower vulnerable women, girls and youth to be agents of change in their communities through social and economic interventions

| Objective 1 | Approaches | Indicators |
|--|---|---|
| Increase women and youth participation in community development and social change. | <ul style="list-style-type: none"> • Provide workshops and trainings that build essential skills of life skills, leadership, advocacy, public speaking, community mobilization and other important topics for women, girls and youth to becoming active members of their families and communities • Create spaces for women and youth to increase their participation in civic engagement • Provide technical and financial support to women and youth to implement community-based initiatives • Lead by example by demonstrating equal opportunities for women in leadership positions, accommodations for working mothers, fair working conditions, and women-inclusive policies | <p># of women, girls, and youth who report positive change in their communities as a result of support from BWO</p> <p># of women, girls, and youth who participated in community-based initiatives that increase their civic engagement</p> <p># of women, girls, and youth who participated in workshops and trainings on essential skills</p> <p># of initiatives conducted to address community issues by women, girls, and youth</p> |

| Objective 2 | Approaches | Indicators |
|--|---|---|
| Support women, girls and youth economically to be financially independent and active decision makers in their families and communities | <ul style="list-style-type: none"> • Conduct financial literacy and business management training. • Support entrepreneurship by providing mentorship, microloans, vocational, and business development training. • Provide skills training to women and girls in technology and digital literacy. • Provide supplies and materials to support in business start-up. | <p># of women, girls and youth participated in financial literacy and business management and report increased skills</p> <p># of women, girls and youth who report increased levels of financial independence</p> <p># of small businesses supported with supplies and materials</p> <p># of women and girls participated in technology and digital literacy and report increased skills</p> |

STRATEGIC AREA 3:

PEACE BUILDING AND SOCIAL COHESION



GOAL

Promote social cohesion among communities of different religious or ethnic groups.

| Objective 1 | Approaches | Indicators |
|---|--|---|
| Strengthen women and youth capacities to actively participate in peace building processes | <ul style="list-style-type: none">• Organize peace dialogues and interfaith events• Engage women, girls and youth in peace building activities through education and youth-led initiatives (art and sports), and capacity strengthening• Contribute to implementation of national action plans that align with UNSCR 1325 Women Peace and Security and UNSCR 2250 Youth Peace and Security | <p># of community members reporting higher levels of social cohesion, harmony, and respect in their communities as a result of BWOCD support</p> <p># of peace dialogues and interfaith events implemented</p> <p># of women and youth participated in peace-building activities (including capacity building training and workshops)</p> <p># Effective coordination and collaboration with government and actors advocating for national action plans sensitive to women and youth peace and security</p> |

STRATEGIC AREA 4: CLIMATE ACTION



GOAL

Increase the resilience of communities to climate change shocks and enable them to better adapt in the future

| Objective 1 | Approaches | Indicators |
|--|---|--|
| Educate, raise awareness, and build capacities to mitigate the risks of climate change to communities. | <ul style="list-style-type: none"> Facilitate access to climate-related information through technology Promote waste management, sustainable agriculture and other practices to mitigate climate change risks Establish partnerships with local authorities, community groups, and organizations to implement climate action initiatives | <p># of community members with increased use of digital technologies to seek climate change information</p> <p># of community members reached through awareness raising activities and delivered with information about climate change</p> <p># of community members who increase waste management, sustainable agriculture and other practices</p> <p># of climate change projects and initiatives implemented in partnership with local authorities, community groups, and organizations</p> |

STRATEGIC AREA 5: HUMANITARIAN AID



GOAL

Provide humanitarian aid to vulnerable communities and respond to emergencies effectively and efficiently

| Objective 1 | Approaches | Indicators |
|---|---|--|
| Ensure populations in need have lifesaving support before, during and after emergencies | <ul style="list-style-type: none"> Conduct rapid needs assessments Provide critical life sustaining items for vulnerable and affected communities Coordination and collaboration with government and actors to ensure need is met and duplication is avoided | <p># of needed and affected individuals and families provided lifesaving support before, during, and after emergencies effectively and efficiently</p> <p># of rapid needs assessment conducted</p> <p># Effective coordination and collaboration with government and actors</p> |

STRATEGIC AREA 6: ORGANIZATIONAL CAPACITIES AND OPERATIONS



GOAL

BWOCD expands and increases their capacities sustainably to address the needs of women, girls, and youth

Objective 1

Approaches

Enhance the financial systems and capacities of BWOCD

- Improve the financial manual to be more comprehensive and detailed
- Strengthen and enhance internal control procedures
- Transition fully to accounting software for reporting, moving away from reliance on Excel for donor reports
- Prepare and publish annual financial reports based on international standards
- Transitioning from a cash-based accounting system to an accrual-based accounting system

Objective 2

Approaches

Enhance the human resources systems and capacities of BWOCD

- Improve the HR manual to be more comprehensive and detailed
- Develop and implement an HR software system

Objective 3

Approaches

Enhance the logistics and procurement systems and capacities of BWOCD

- Ensure all forms and procedures are effectively implemented after it has been advanced in 2024 through the support of IMC Operational Capacity Building Program for National NGOs
- Develop and implement procurement software system

Objective 4

Approaches

Enhance safety and security systems and capacities of BWOCD

- Improve safety and security policy of the organization
- Developing safety and security protocols and procedures
- Developing program risk management policy

Objective 5

Approaches

Enhance staff and volunteers' capacities and well-being

- Provide on-going supervision, coaching, and support to staff
- Regular evaluation and on-going feedback on staff development
- Conduct lessons learned workshops
- Implement teambuilding and staff care activities
- Implement trainings to build technical competencies of staff and volunteers

Indicators:

Goal: Expanded and increased operational capacities and systems that successfully addressed the needs of women, girls and youth.

Objective 1: Finance

- Enhanced financial policy and procedures
- Improved internal control procedures
- Fully transitioned to software accounting systems for reporting
- Published financial reports
- Accrual-based accounting system is in place

Objective 2: HR

- Enhanced HR policy and procedures
- Human Resource software system is in place

Objective 3: Logistics & Procurement

- The improved policy in 2024 is fully implemented
- Software system is in place

Objective 4: Safety and Security

- Improved safety and security policy
- Safety and security protocols and procedures are in place and implemented
- Program risk management policy is in place and implemented

Objective 5: Staff capacities and well-being

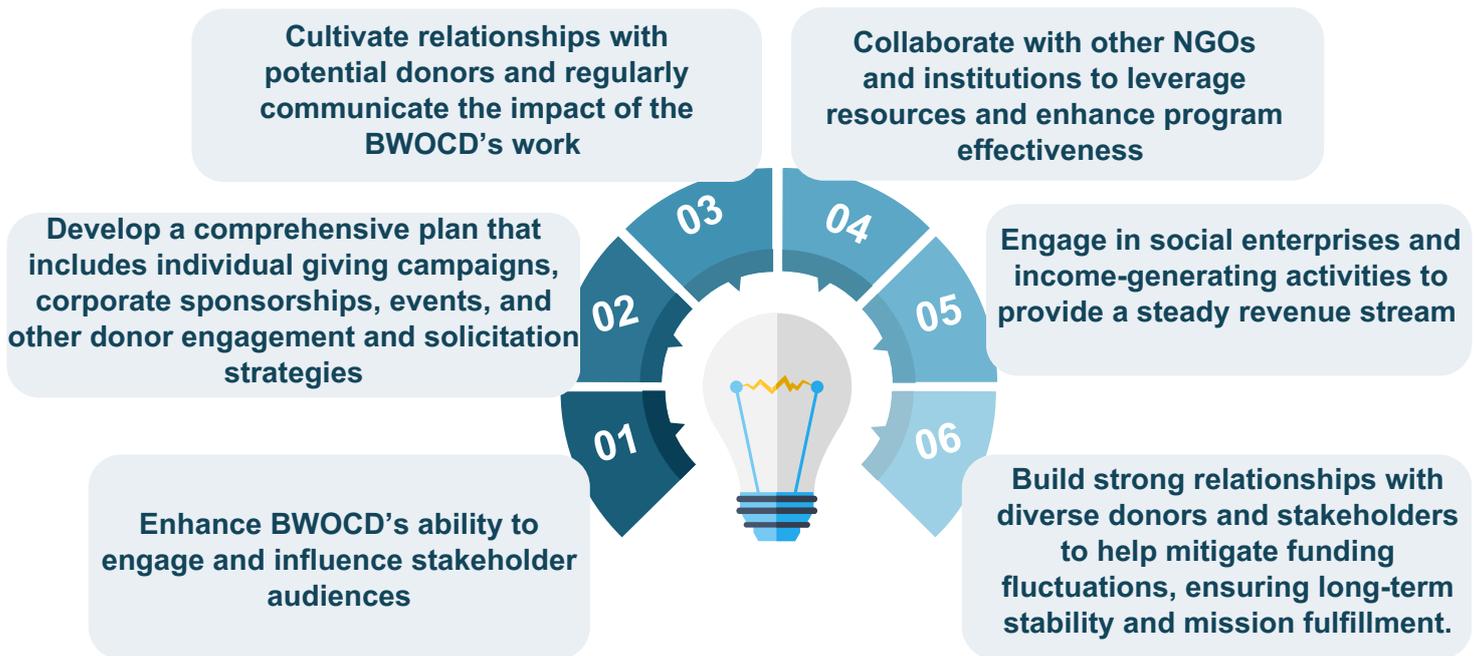
% of staff reporting satisfaction of on-going supervision, coaching, and support
% of staff provided evaluation and on-going feedback on staff development
of lessons learned workshops conducted
of teambuilding and staff care activities conducted
of staff trainings provided to build technical competencies.
Number of volunteers involved in capacity-building training and activities organized by BWOCD.

5. RESOURCE MOBILIZATION AND FINANCIAL SUSTAINABILITY

DIVERSIFICATION OF FUNDING SOURCES

To ensure financial sustainability, BWOCD will continue to diversify fundraising streams by seeking new grants, individual donations, and partnerships with new foundations, local and international, and corporate entities

This will be accomplished using the following approaches:



DEVELOPMENT OF PROPOSALS AND GRANT MANAGEMENT

BWOCD has been successful in implementing participatory approaches for proposal development and grant management. Our internal teams are engaged at different levels during the design of project proposals to ensure different perspectives are included. The proposal development process includes a grant check list, assessments, analysis and problem tree development, proposal writing and budget, and submission and follow up. For grants management, the awarded grants are managed across departments in a structured way to ensure accountability and effective management of results and deliverables.

Moving forward, BWOCD would like to strengthen its capacity in proposal development and grant management by hiring up to two new staff dedicated to fundraising and proposal development. In addition, we will work to solidify the USAID and EU registration processes for BWOCD to easily apply for proposals with institutional funding. Also, we will work to improve the proposal development and grant management processes using archived data, key language, and information (e.g. common questions and answers for proposals document) for more efficient implementation in the future.

COST-EFFECTIVENESS AND VALUE FOR MONEY

BWOCD plans to optimize resource allocation and maximize the value for money through careful planning and budgeting. The organization will regularly review expenditures and seek ways to reduce costs without compromising the quality of services to maximize the impact of every dollar spent. This approach will be specifically applied to overhead funds, as project budgets already have a spending plan designed to prevent waste. To enhance this, BWOCD plans to develop an annual forecast budget for the next year.

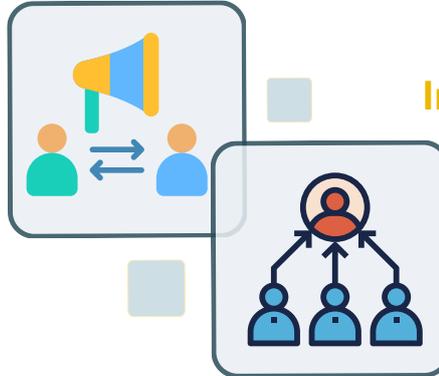
6. BRANDING AND COMMUNICATION

INTERNAL AND EXTERNAL COMMUNICATION STRATEGY: INTERNAL COMMUNICATION:

BWOCD has established communication channels with its staff, volunteers, and target communities, using both direct and indirect methods. These include:

Direct Communication

Individual and group meetings held regularly and based on clear plans, as well as ad hoc meetings as needs arise.



Indirect Communication

WhatsApp groups, emails, dedicated phone numbers for complaints and feedback mechanisms, information leaflets, and online meetings.

These approaches have ensured active engagement and transparency, fostering a strong connection with internal stakeholders.

Over the next five years, BWOCD aims to enhance internal communication by:



Introducing regular communication schedules.



Documenting communication outcomes for accountability and improvement.



Ensuring faster response times and impactful actions.



Developing and implementing internal communication Standard Operating Procedures (SOPs) to provide clear guidance for all team members.

Additionally, BWOCD will prioritize ensuring that all staff and volunteers are well-informed, actively engaged, and aligned with the organization's vision, mission, and strategic objectives.

EXTERNAL COMMUNICATION:

Over the past seven years, BWOCD has built strong relationships with stakeholders through active participation in coordination mechanisms and engagement activities, including visits, meetings, calls, and events. These efforts have strengthened the organization's network and enhanced its influence.

In the next five years, BWOCD plans to make external communication more strategic and impactful by:

1 Developing SOPs for external communication to standardize processes and approaches.



2 Creating a comprehensive plan to ensure consistent and meaningful interactions with stakeholders.



3 Regularly documenting meetings, calls, and events to track progress and strengthen relationships.



5 Launching a monthly newsletter to actively engage stakeholders and showcase BWOCD's work and impact.



4 Producing and disseminating key communication materials, such as leaflets, annual reports, and advertisements.

To reinforce these efforts, BWOCD will develop a Brand Book to provide clear branding guidelines. This will ensure consistency in messaging and visuals while crafting a compelling narrative that highlights the organization's work and impact. By focusing on advocacy and storytelling, BWOCD aims to increase awareness and support for its mission.

MEDIA ENGAGEMENT AND PUBLIC RELATIONS:

In recent years, BWOCD has effectively utilized media and social media platforms to build trust among target communities and stakeholders. Events in Duhok and Ninewa have benefited from media coverage, while social media has emerged as a critical communication tool for engaging audiences, responding to feedback, and fostering relationships.

Plans for the Next Five Years

BWOCD will strengthen its public relations and media engagement through the following actions:



By advancing its branding, communication, and media strategies, BWOCD aims to enhance its visibility, strengthen stakeholder relationships, and amplify its impact over the next five years.

7. MONITORING AND EVALUATION OF THE STRATEGIC PLAN

DATA COLLECTION AND ANALYSIS



To measure the targets, indicators, and progress of the strategy, the MEAL department will conduct Focus Group Discussions, Individual Satisfaction Surveys, Key Informant Interviews, Post Distribution Monitoring with staff, project participants, and stakeholders. The data will be collected using KOBO toolbox and tools will be designed based on the strategic areas and their goals, objectives, and approaches. The data will be cleaned and analyzed by the department annually, and presented in reports each year to gauge performance against the set targets.

MONITORING PROGRESS AND REVIEW



To measure the targets, indicators, and progress of the strategy, the MEAL department will conduct Focus Group Discussions, Individual Satisfaction Surveys, Key Informant Interviews, Post Distribution Monitoring with staff, project participants, and stakeholders. The data will be collected using KOBO toolbox and tools will be designed based on the strategic areas and their goals, objectives, and approaches. The data will be cleaned and analyzed by the department annually, and presented in reports each year to gauge performance against the set targets.

CONTINUOUS LEARNING AND IMPROVEMENT



BWCD will provide feedback mechanisms that allow employees and stakeholders to provide their input on the implementation process. Based on the progress reported on goals, objectives, and indicators, and through annual strategy plan review meetings, our staff will use the learnings to improve the implementation of the strategy and adjust the strategic plan as needed.

COMMUNITY ENGAGEMENT:

Community engagement refers to the active involvement of local communities in the organization's efforts and initiatives. Community engagement is one of the key approaches BWOCD applies to gain the trust of target communities and provide them the space and ownership over project design and implementation.

BWOCD will continue to ensure community engagement is meaningfully applied through:

Effective community engagement ensures that the work of BWOCD is grounded in the realities and needs of the communities we target, leading to more sustainable and impactful outcomes.



Collaboration: Working closely with community members at all levels of each project to understand their needs and priorities, ensuring that BWOCD's projects are relevant and effective.



Participation: Encouraging and facilitating community members to take an active role in our programs, from planning to implementation to evaluation.



Empowerment: Providing resources, training, and support to help community members build their own capacity and take initiative on issues that matter to them.



Feedback: Listening to and incorporating community input and feedback to improve and adapt our strategies and activities.



Building Relationships: Developing strong, respectful partnerships with local stakeholders, including target groups, local leaders, governmental institutions, and other organizations.



Education and Awareness: Raising awareness about important issues and educating community members on ways they can contribute to benefit from BWOCD's mission.



Expand BWOCD's existing network by uncovering organizations and people who are part of our past and current network of stakeholders, and then map the network, analyze, research, and understand the relationships and ways to leverage them for good.

Effective community engagement ensures that the work of BWOCD is grounded in the realities and needs of the communities we target, leading to more sustainable and impactful outcomes.

8. CONCLUSION

BWOCD's strategic plan for 2025–2030 serves as a transformative roadmap for advancing its mission of empowering women, girls, and youth while fostering healthier, more harmonious communities. This strategy reflects a deep understanding of the challenges and opportunities within Iraq and the Kurdistan region, offering a clear vision to guide the organization's efforts across programs, operations, resource mobilization, and monitoring and evaluation.

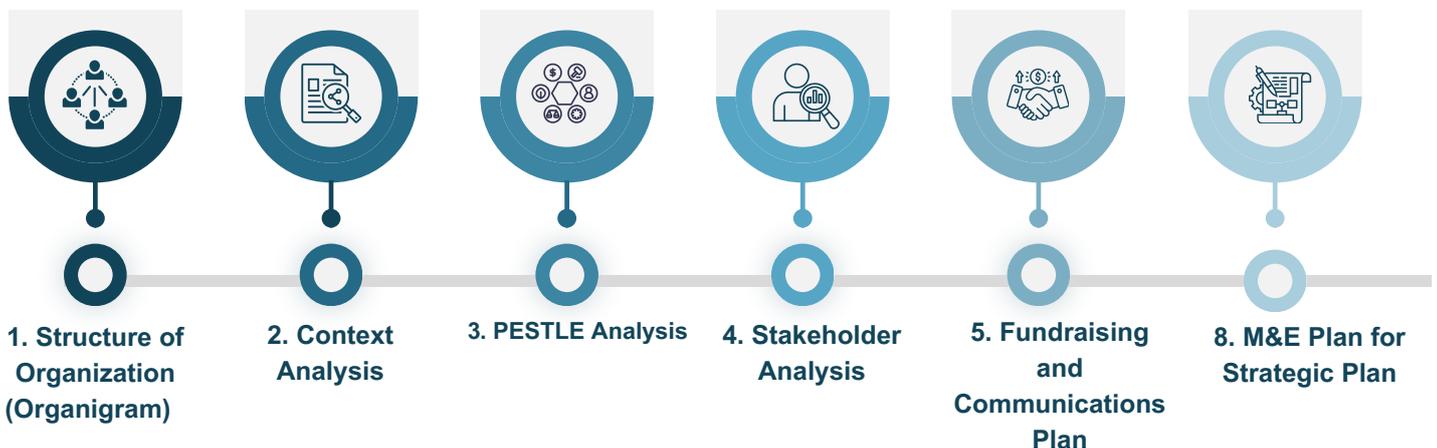
By addressing key programmatic areas: Protection, Mental Health and Psychosocial Support (MHPSS), Social and Economic Empowerment, Peace Building and Social Cohesion, Climate Action, and Humanitarian Aid. The plan sets the stage for impactful, sustainable change. It outlines actionable goals and innovative approaches to achieving measurable results, positioning BWOCD as a catalyst for resilience and development in the communities it serves.

This strategic plan also includes a comprehensive analysis of the political, economic, and social dynamics shaping the operational context. It acknowledges the unique needs of target populations, the risks posed by instability, and the opportunities for resource mobilization and advocacy. This context-driven approach ensures that BWOCD remains adaptive, proactive, and effective in addressing evolving challenges.

As a dynamic and forward-looking document, the strategy will undergo regular reviews to ensure it stays aligned with changing circumstances and emerging priorities. By leveraging this plan, BWOCD is committed to enhancing its impact, strengthening partnerships, and driving systemic change to create a brighter future for Iraq's most vulnerable populations.

With this strategy, BWOCD reaffirms its dedication to accountability, innovation, inclusivity, and compassion, ensuring that its work continues to empower and uplift those who need it most.

Annexes





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