Women Empowerment Organization

Supporting Women to Lead

WEO Strategic Plan
2017-2020

By Jean Kors
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“We aim to promote gender equality and fair opportunity for women to participate meaningfully in all spheres of life because we strongly believe that human rights, freedoms, access to and control over power and resources belong to both women and men without any discrimination.”
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Section One

Where are we now?

Introduction

Women Empowerment Organization (WEO) has been successfully operating all over Iraq against all odds and has made significant changes in the lives of the people it has reached out to over the past thirteen years. Since its establishment in 2004, WEO has been adamantly determined to strengthen women’s role and enhance their political, economic, cultural and social participation in the Iraqi society.

With the volatile and continuously escalating situation in Iraq and the region, WEO persevered to face the numerous challenges including the recent ISIS emergence and the devastating effects of the local civil wars. In response to these dire challenges and their dreadful influence on marginalized groups in general and women and girls in particular, WEO expanded its focus to include supporting the lives and preserving the dignity of thousands of people in distress especially women and girl refugees and IDPs who have found shelter in Northern Iraq and who have imposed a new reality on need gaps across several sectors.

With these constantly growing need gaps and emerging challenges both on internal and external levels, WEO needs to revise its mission and organizational capacities while building on the cumulative achievements it has made in the past years.
The Board of WEO took a decision to develop a strategic plan to address those needs in an adequate approach while contemplating to provide result-based and quality interventions that integrally and accountably preserve the life, rights, dignity and wellbeing of women and girls within both the displaced and host Iraqi communities. As such, in early 2017, WEO conducted a series of planning actions aimed at the development of responsive strategies and consequently structures and capacities, that would be needed to implement the new plan’s directions. The result of this process is reflected in the following strategic document that will guide WEO’s ends and means for the next four years. Nonetheless, to succeed effectively, the plan should aim at:

1. Improving WEO’s effectiveness, performance and provision of adequate resources;
2. Fostering ownership and commitment to the change process of both the Management and Board;
3. Changing attitudes and behavior of all teams and individuals; and,
4. Designing both action and result oriented programs and interventions that would lead to the achievement of WEO’s mission and overall objectives.

The Planning Process

After consultation with the Board and stakeholders, WEO decided to adopt a participatory approach that focuses on consulting its staff members and partners and using their feedback and inputs to build its new strategy. The process was designed to help WEO identify, discuss and agree on decisions and priorities that respond best to the dynamic challenges that affect WEO’s work and objectives.

To obtain proper relevant feedback, partners and staff were approached in a systematic way in three phases. WEO, along with the consultant, utilized two questionnaires that were consistently used to collect and analyze the inputs from two different sources. Also, a three-day brainstorming session was conducted at WEO offices in February with the staff and board members to examine past experiences, test new and old assumptions, anticipate the environment and future changes, and discuss all strategic areas that need to be addressed. The conclusions were used to shape the strategic plan and the decisions that would guide WEO’s work for the next four years of 2017-2020.
Phase One:
Partners’ Perceptions & Feedback

For the first phase of the discussions and data collection process, WEO sent a questionnaire during January 2017 to its international partners who are interested in WEO’s strategic planning process. The questionnaire included seven questions that prompted the partners to give their feedback, share their experiences and provide recommendations that aim to enhance WEO’s performance and make the organization a more viable and strategic partner that delivers quality services that match partners’ vision, indicative programming and priorities.

Phase Two:
Staff’s Perceptions & Feedback

In the second phase, a questionnaire was disseminated among WEO’s staff members both in both Arabic and English and fourteen staff members answered the questionnaire anonymously.

In the first part of the questionnaire, WEO’s staff filled in 15 quantitative questions using the Likert Scale¹. When responding, they were asked to specify their level of agreement to 15 statements and whether they ‘Strongly Disagree, Disagree, Agree, Strongly Agree’ with or are Unsure of each of the 15 statements.

In the second part of the questionnaire, the fourteen staff members were asked to respond to five qualitative questions around five areas related to WEO’s priorities, constraints, opportunities, programs and last but not least performance and motivation.

Phase Three:
WEO Management Team Perception & Feedback

On 4-6 February 2017, three members of the Board, the management team and key staff of WEO, met for three days and discussed all the issues relevant to WEO’s goals, programs, priorities and old and new challenges. The convening members proposed several recommendations regarding the future of WEO for the next four years. The feedback from the three phases has contributed fundamentally into the making of this strategic document.

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¹ This is the psychometric scale most widely used in questionnaires. The scale is named after Rensis Likert, who published a report describing its use. Likert, R. (1932), “A Technique for the Measurement of Attitudes”, Archives of Psychology 140: 1–55.
Section Two

Where do we want to go?

Decisions & Priorities

WEO has conducted several profound discussions and come up with a set of decisions and priorities that need to be embraced to ensure the success of WEO’s mission and strategies. The following decisions should be properly and timely adopted as an integral part of this strategic plan so as to enable WEO to respond to emerging challenges over time and provide means to enhance the quality of its services.

The following 31 decisions and priorities are the result of this discussion process on strategic issues and directions both internally with the team and externally with WEO’s partners. These decisions are categorized into four strategic areas that will uniquely position WEO and provide it with tangible means for enhanced performance, visibility and delivery of responsive services. These areas are concerned with:

I. Strategic Structuring that aims to enhance the organizational development of WEO.
II. Strategic Programming that aims to shape the direction of the programs WEO will adopt in the coming four years.
III. Competitive Advantages that will help position WEO through unique strategies that aim to promote identity, visibility and the added value of working with WEO.
IV. Partnership Strategies that focus on forging strategic and long term partnerships and alliances based on shared visions and agendas.
1. Strategic Structuring

Enhance the organizational development of WEO

1.1 Activate the role and participation of the Board to boost accountability and good governance.

1.2 Maintain the essence of the vision and values that guide WEO's work and priorities.

1.3 Review and develop all WEO's organizational structures and adopt more functional and effective policies and procedures.

1.4 Develop sound financial procedures and policies according to generally accepted accounting principles (GAAP) and international financial reporting standards (IFRS) frameworks.

1.5 Develop a gender policy to reflect WEO's goal to promote gender equality across the organization's structure, culture, programs and relations.

1.6 Mainstream gender at all levels, practices and programs within WEO.

1.7 Develop and adopt a strategic human resource management approach.

1.8 Develop personnel policies and a reward system that allows for maintaining and motivating staff.

1.9 Develop and adopt a solid & systematic knowledge management system within the organization.

1.10 Conceive an emergency/contingency plan for WEO.
2. Strategic Programming

Shape the direction of the programs WEO will adopt

2.1 Base new programs and projects on gender analysis and studies, ensure that they are gender sensitive, and that they include a gender perspective and collect sex disaggregated data.
2.2 Reflect gender aspects clearly in all projects’ objectives, indicators and M&E processes.
2.3 Develop focused programs that match the mission statement and the three programmatic strategies of WEO.
2.4 Focus more on programs related to gender equality, combatting GBV and supporting survivors.
2.5 Focus more on ‘Sexual and Reproductive Health and Rights’ related activities as part of WEO’s core work on gender equality and GBV reduction.
2.6 Adopt programs to combat trafficking and the abuse of IDPs and refugees.
2.7 Adopt a more advanced and professional approach to project design, monitoring and evaluation.

3. Competitive Strategies

Position WEO through unique strategies that aim to promote identity, visibility and the added value of working with WEO

3.1 Highlight WEO’s role as the main organization regarding UNSCR 1325 and INAP.
3.2 Develop a visibility and branding strategy to build the image and the identity of WEO.
3.3 Enhance and highlight the quality of WEO’s services and offerings.
3.4 Adopt an approach to engage men to end violence against women and girls and advocate for policy change.
3.5 Adopt the use of research and gender analysis as a cornerstone for designing responsive projects and theories of change.
4. Partnership Strategies

Forge strategic and long term partnerships and alliances based on shared visions and agendas

4.1 Build and enhance the relations with local communities, committees and authorities so as to minimize obstacles and facilitate WEO’s work.

4.2 Build more interactive and strategic relations with local and international partners.

4.3 Strengthen WEO’s relationships with decision-makers especially vis-à-vis 1325 / INAP.

4.4 Strengthen the current partnerships while working to create new ones with potential donors who share WEO’s values.

4.5 Develop cooperation and strategic alliances with organizations working in the same field and who share similar values to WEO.

4.6 Aim to work with gender responsive/ sensitive partners and when lacking, provide them with gender awareness and knowledge.

4.7 Delegate program responsibilities and details to program coordinators.

4.8 Increase focus on cooperation and networking especially regarding advocacy programs aimed at lobbying for the rights of women.

4.9 Reach out to new fundraising sources to cover the needs of both host and IDP/ refugee communities.

* N.B. The above decisions and priorities are an integral part of the strategic plan and thus should go hand in hand with the program strategies.
Our Vision

WEO envisions a peaceful and secure society where gender equality is distinctly reflected in the laws, policies and peace initiatives. Men and women fairly share all economic, political and cultural opportunities and resources and together participate in making decisions and resolving conflicts.

WEO is the main authority on gender equality, empowerment, mainstreaming and peace building in Iraq. WEO is well-structured, has effective management and accountability procedures, and its projects and interventions extend all over Iraq. The team is highly competent, motivated and creative in responding to the surrounding and dynamic need gaps.

Our Mission

The Women Empowerment Organization (WEO) is an independent, non-profit organization that aims to achieve gender equality and women’s fair participation and inclusion in all aspects of life in Iraq. WEO plans to do so by empowering women economically and politically, ending all forms of gender based violence, and advocating for policy development and reform that addresses gender equality and the national adoption and implementation of international resolutions and conventions.

2 Such as UNSCR 1325 and CEDAW.
Our Values

WEO is guided by the following values and principles:

**Gender Equality**

WEO believes that women and men should both have the same rights, responsibilities and opportunities whether they are born male or female. Gender based discrimination should be abolished and people regardless of their gender identity should have equal access to and control over economy, education, health, administrative and managerial positions, as well as an equal share of power.

**Women Economic Empowerment**

WEO realizes that women’s economic empowerment goes far beyond capacity building and generating income. WEO believes that empowerment implies that women enjoy proper opportunities and rights that ensure their fair participation. As such, women should acquire the capacities (and power) to think and act freely, exercise choice and fulfil their potential as full and equal members of society. Empowerment means that women have the ability and access to advance economically and the power and agency to make decisions and control resources and their own lives.

**Women Leadership & Political Participation**

WEO believes that the political participation of women is a fundamental cornerstone for gender equality and sustainable development. Women should be able to engage in political activities and public affairs, associate and assemble freely, express their opinions and seek to enhance their fair access to opportunities and resources. All discriminatory laws, regulations and practices that prevent or restrict women’s participation in political processes should be abolished and substituted with policies that enhance and accelerate women’s participation and leadership not only in voting but also in becoming eligible candidates to be publicly elected bodies at all levels of government as well.
Adherence to International Conventions & Agreements

WEO adheres to all international conventions and agreements and considers them as the main source for its vision and work. WEO’s values are inspired by the Universal Declaration of Human Rights, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, the Sustainable Development Goals (SDGs) (2016-2030), ILO’s Vision on Gender Equality, the Core Humanitarian Standard Commitments and all UN resolutions that endorse women’s participation.

Women Peace and Security

WEO extensively stands by the Women, Peace and Security Agenda – mainly including UN resolutions 1325 (2000), 1820 (2008), 1888 (2009) 1889 (2009), 1960 (2010), 2106 (2013) and 2122 (2013) - as an integral process aimed at eradicating violence and discrimination against women and girls during conflicts. WEO supports the UNSCR 1325 INAP (Iraqi National Action Plan) that aims to promote the inclusion of women in decision-making processes at all levels and entities so as to participate in the prevention, management and resolution of conflicts while ensuring women and girls’ protection from all forms of structural and physical violence and the addressing of their needs in conflict and post-conflict situations.

Rule of Law

WEO upholds the rule of law as a concept that embraces human rights principles without any distinctions between all people or women and men. Legal processes should be open and accessible to everyone; and their outcomes should be based on fair, protective and publicized laws and not on people’s social status, gender, sex, ethnicity, age or religion. Justice should be delivered effectively, ethically and timely and all involved representatives should be held accountable under the law.
**Our Overall Goal**

Achieve gender equality and women’s fair participation and inclusion in all aspects of life in Iraq.

**Our Objectives**

1. Enhance women’s agency to participate effectively in all political, social, economic, cultural, peace, and security processes at all levels and spheres within the Iraqi Society.
2. Eliminate all forms of gender-based violence and mitigate its effects on survivors and their families.
3. Adoption and implementation of gender sensitive policies, laws and plans to ensure equal opportunity, participation and fair sharing of resources.
4. Enhance WEO’s performance and services’ responsiveness, effectiveness, and quality.

**Our Target Groups**

WEO targeted groups are:

A. Women and girls of all age groups and categories.
B. Women and girls who are either survivors or are vulnerable to violence or distress.
C. Refugees and IDPs – especially women and girls – who are affected by crises and disasters.
D. Men and boys of all age groups who can be engaged to promote gender equality and end violence against women and girls.
E. Civil and public institutions, organizations and players who are influential in gender related decisions, policies and issues.
Core Strategies - Theory of Change Visual Chart

Overall Goal:
Achieve gender equality and women’s fair participation and inclusion in all aspects of life in Iraq

1- Women Empowerment
Enhance women’s agency to participate effectively in all political, social, economic, cultural, peace and security processes at all levels and spheres within the Iraqi Society

1.1 Women have increased access to and control over resources and assets, can generate income and have power to exercise agency.
1.2 Women have fair choices and can make free decisions related to their own lives.
1.3 Women have the ability to become representatives in politics and decision making bodies and influence policy development.
1.4 Increase women’s access to financial resources, services and knowledge.
1.5 Women effectively participate in collaborative community action.
1.6 Increased opportunity for women to express their opinion and participate in all socio-economic and political processes and decisions that impact their lives.

2- Ending VAW
Eliminate all forms of gender-based violence and mitigate its effects on survivors and their families.

2.1 Women are free from all forms of sexual, physical or emotional violence or oppression.
2.2 Reduce women and girls’ vulnerability and the impact of violence and conflict on their physical, psychosocial and psychological wellbeing.
2.3 Ensure that both adolescent women and girls can access appropriate information and services to sexual and reproductive health and rights.
2.4 Shift social norms, change public opinion and community practices and promote positive masculinities.
2.5 Social norms and power relations are changed and provide women with fair choices, opportunities and benefits that women can use independently.
2.6 Engage men, boys and community leaders, as partners, in ending violence against women and for promoting the rights, health and wellbeing of women and girls.

3- Policy Development & Reform
Adoption and implementation of gender sensitive policies, laws and national plans to ensure equal opportunity, participation and fair sharing of resources.

3.1 Use gender analysis to promote women’s participation at all levels and spheres.
3.2 Ensure that Iraqi women and girls’ concerns and experiences are well identified, understood and addressed.
3.3 Strengthen the integration of gender equality perspective in all public policies.
3.4 The Iraqi policies, legislations, laws and procedures encourage women’s fair participation.
3.5 Strengthen cooperation with the international community and NGOs that promote gender equality.
3.6 Advocate for gender sensitive policies, laws and regulations that correct the inequalities, discrimination and power relations between women and men.
3.7 Support the public and civil sectors in the design, implementation, monitoring and evaluation of 1325 INAP as well as all mainstreamed gender policies, programs and budgets.

4- WEO Organizational Development
Enhance WEO’s performance and services’ responsiveness, effectiveness, and quality.

4.1 Effective management and good governance.
4.2 Improved financial management and enhance accountability.
4.3 Well trained, delegated and motivated team members.
4.4 Enhanced organizational performance, structures and procedures.
4.5 Increased performance and high quality services.
4.6 Developed management structures to optimize efficiency.
To achieve its mission, WEO is planning to adopt four core strategies: the first three are focused on programs while the fourth revolves around WEO’s organizational development.

Each of the four strategies has its own strategic goal and objectives and proposed areas of interventions that will guide WEO to focus all its resources in the service of its mission and overall goal.

1.0 Strategy One: Women Empowerment

1.1 Strategy One: Overall Goal
Enhance women’s agency to participate effectively in all political, social, economic, cultural, peace and security processes at all levels and spheres within the Iraqi Society.

1.2 Strategy One: Rationale
WEO realizes that gender equality and sustainable development cannot be achieved unless women are empowered and have the opportunity to participate effectively within their societies and communities. Nonetheless, empowerment is not a synonym for capacity building, it is a complex process of transformation and change both in power and the intersectionality of gender roles and relations.
WEO aims to implement interventions that provide context-specific strategies that would empower women to shape their autonomy and agency, decrease vulnerability and impoverishment, and build vocational and life skills that aim to enhance women’s access to and control over social, political and economic resources.

Empowerment, thus, should lead to rectifying unequal power relations and producing new paradigms of collaboration and role sharing. To empower women and girls, WEO plans to enable women to develop autonomy and the essential skills and abilities to:

a) plan and think critically to access power and economic resources;

b) make effective choices and transform those choices into desired outcomes;

c) organize themselves to advocate for change; and, ultimately

d) change the underlying roots, as well as policies, laws and social norms, that lead to inequalities in power and resources and that consequently restrain women’s potentials and rights in Iraq.

WEO completely adopts the fifth Sustainable Development Goal which endorses gender equality and the empowerment of women and girls but simultaneously realizes that women empowerment is not only an individual discipline; it also entails intersectionality in a multidimensional process that requires essential changes across the constitutional, legal, political social and economic spheres. As such, while WEO will work to empower individuals, it will simultaneously strive to eliminate all structural gender inequalities and constraints within the Iraqi institutions and communities that restrict women from exercising their rights, capacities and potentials.

For WEO, women empowerment would effectively contribute into the realization of gender equality, human rights and sustainable development, and to balancing the power relations between women and men. Empowerment and participation are an integral part in rectifying the historic gap and providing women and men with an opportunity to collaborate together in making decisions that would promote their wellbeing and development.

3 Agency: Freedom, autonomy and ability to make effective choices and to transform those choices into desired outcomes.
4 SDG 5: Achieve gender equality and empower all women and girls.
5 Intersectionality is a term coined by ‘Kimberlé Crenshaw’ in 1989 and that theorizes that “women experience oppression in varying configurations and in varying degrees of intensity. Cultural patterns of oppression are not only interrelated, but are bound together and influenced by the intersectional systems of society such as race, confession, gender, class, ability and ethnicity.”
1.3 Strategy One: Objectives

The objectives of the first strategy are:

1.3.1 Women have increased access to and control over resources and assets, can generate income and have power to exercise agency

1.3.2 Women have fair choices and can make free decisions related to their own lives.

1.3.3 Women have the ability to become representatives in politics and decision making bodies and influence policy development.

1.3.4 Increase women’s access to financial resources, services and knowledge.

1.3.5 Women effectively participate in collaborative community action.

1.3.6 Increased opportunity for women to express their opinion and participate in all socio-economic and political processes and decisions that impact their lives.
2.0 Strategy Two: Ending Gender-based Violence

2.1 Overall Goal of Strategy Two
Eliminate all forms of gender-based violence and mitigate its effects on survivors and their families.

2.2 Strategy Two Rationale
WEO strongly believes that Gender-based violence (GBV) is a principal violation of human rights and evidently reflects negative imbalances in gender roles and relations within a society. Gender-based violence is also a main constraint to economic growth, sustainable development, peace and security. As such, gender equality and gender justice cannot be achieved unless GBV is ended and its impact reduced and mitigated.

Gender-based discrimination and violence and forced sex have many ramifications across all sectors causing many sexual and reproductive health problems, unwanted pregnancies, sexually transmitted infections, ‘honor’ killings, psychological and physical distress, and even leading to the disability to develop and participate in economic, social and political processes that define women’s lives.

Moreover, one of the major problems that defines gender-based violence is that it is not restricted to age, location, social status or other specific factors; it can occur to anyone, anywhere and can take different forms throughout a girl or a woman’s life cycle. For different reasons, women and girls, unfortunately, can start experiencing forms of violence right from prenatal period, to infancy, childhood, adolescence, adulthood and even later to old age. There seems to be no restrictions to the continuum of violence and to how often or how far it can go on. On another level, gender-based violence can also occur at any location, be it at home, school, the workplace, or even in places that are supposed to be safe.
In Iraq, and due to the volatile situation, additional forms of conflict and sexual GBV have rocketed. The increased prevalence of GBV in Iraq is not only the direct result of the ongoing conflict and ISIS atrocities but also to the ‘social norms’ that the patriarchal society in Iraq has produced in the past and that have led to unequal gender relations and consequently violence, discrimination and exclusion.

Ending gender-based violence is not only a strategy for WEO, but it is also a crosscutting priority that should be adopted in multi sectors to end unequal gender relations and all forms of GBV both in times of peace and war as well.

WEO’s approach to ending GBV will be through adopting interventions that aim to protect and support GBV survivors and women and girls in distress, empower and engage women during conflict and post-conflict settings, reduce poverty, and change unjust policies and negative social norms that discriminate against women and allow for unequal power and paradigms.

Moreover, WEO realizes that any efforts to prevent and respond to violence against women and girls not only must engage men and boys but also reflect the country’s social ecology model on all individual, community, institutional, and societal levels.

Based on the Iraqi context and analysis of factors leading to violence against women and girls, WEO intends to follow a holistic approach with five focused areas:

1. Advocating for laws and policies that will boost gender equality, ensure protection and safety, and eventually end violence against women and girls.

2. Empowering women and enabling them economically and politically to spearhead efforts aimed at achieving gender equality and ending all forms of discrimination and violence against women and girls.

3. Providing support services to GBV survivors and addressing their needs and the needs of their families through a holistic multi-sectoral case management approach that fundamentally collaborates with other women’s organizations and social rights movements.

4. Focusing to change the social norms, root causes and negative masculinities that cause discrimination, violence and constraint in women’s development at all levels in Iraq.

5. Engaging men and boys to end all forms of discrimination and violence against women and girls.
As the first two areas of focus will be specifically addressed by WEO’s other two strategies, this section will focus on the remaining three components.

2.3 Strategy Two: Objectives

2.3.1 Women are free from all forms of sexual, physical or emotional violence or oppression.

2.3.2 Reduce women and girls’ vulnerability and the impact of violence and conflict on their physical, psychosocial and psychological wellbeing.

2.3.3 Ensure that both adolescent women and girls can access appropriate information and services to sexual and reproductive health and rights.

2.3.4 Shift social norms, change public opinion and community practices and promote positive masculinities.

2.3.5 Social norms and power relations are changed and provide women with fair choices, opportunities and benefits that women can use independently.

2.3.6 Engage men, boys and community leaders, as partners, in ending violence against women and for promoting the rights, health and wellbeing of women and girls.
3.0 Strategy Three: Policy Development & Reform

3.1 Strategy Three: Overall Goal
Adoption and implementation of gender sensitive policies, laws and plans to ensure equal opportunity, participation and fair sharing of resources.

3.2 Strategy Three: Rationale
WEO realizes that the achievement of institutionalized gender equality and sustainable development that allow both women and men to enjoy equal opportunity and realize their full human rights and potentials requires the development and implementation of fair laws and policies in Iraq that would result in the elimination of all forms of discrimination and fair access to political, economic, social and cultural resources and processes.

The real key to such an achievement is having a gender perspective as a crosscutting theme in shaping and reforming all public policy because policies simply impact both men and women at all levels of their lives. Because of social and economic differences between men and women, every policy affects men and women differently due to the fact that women and girls, compared to men and boys, have different needs, interests, roles and perspectives. This intersectionality is also amplified by social status, religion, social ethnicity as well as other contextual factors.

Public policy has the capacity to either perpetuate or eliminate discrimination and gender inequality. WEO aspires to advance women’s rights and gender equality in Iraq by influencing the development and implementation of public policy and plans. This endeavor, however, not only requires campaigning, lobbying and advocating for change but also understanding – through gender analysis tools – the differences in experiences and situations between women and men and consequently providing responsive and contextual solutions.
WEO’s strategy is not only to push but to support and feed and provide policy makers with meaningful analysis and tools that would eliminate and reduce existing forms of oppression against women that limit their autonomy, freedoms and rights.

As such, WEO will advocate for and contribute in efforts aimed at the development of fair laws and legal reforms that would strengthen gender equality and reduce the patriarchal influence on the societal and legal systems. In addition to supporting the adoption of new laws and reforms and the rule of law, WEO will also work on changing public opinion and attitudes and shifting social norms to ensure the complete eradication of discrimination, inequalities and injustices directly from the root source.

3.3 Strategy Three: Objectives
WEO will seek to promote gender mainstreaming and gender perspective broadly in all public policy formulation, reform, budgeting, and implementation. WEO has the following objectives:

3.3.1 Use gender analysis to promote women’s participation at all levels and spheres.
3.3.2 Ensure that Iraqi women and girls’ concerns and experiences are well identified, understood and addressed.
3.3.3 Strengthen the integration of gender equality perspective in all public policies.
3.3.4 The Iraqi policies, legislations, laws and procedures encourage women’s fair participation.
3.3.5 Strengthen cooperation with the international community and NGOs that promote gender equality.
3.3.6 Advocate for gender sensitive policies, laws and regulations that correct the inequalities, discrimination and power relations between women and men.
3.3.7 Support the public and civil sectors in the design, implementation, monitoring and evaluation of 1325 INAP as well as all mainstreamed gender policies, programs and budgets.
4.0 Strategy Four: WEO’s Organizational Development

4.1 Strategy Four: Overall Goal
Enhance WEO’s performance and services’ responsiveness, effectiveness, and quality.

4.2 Strategy Four: Rationale
In its plan to remain an effective and highly productive organization, WEO realizes that it needs to develop its internal capacities in order to achieve its mission and sustain its work over the long term. Nonetheless, in a rapidly changing environment, the only way to survive and thrive is to learn and adapt. To do so, and before conducting any learnings or changes, WEO will encourage its team and Board to have an in-depth understanding of, and a commitment to, its values, vision and mission.

After reviewing its structures and plans and the need to align them with its values, vision and mission, WEO will need to address the current and future realities and challenges. Among these is creating effective management structures and policies, maximizing employee involvement and performance, and increasing WEO’s effectiveness, sustainability and accountability.

As such, WEO is determined to adopt organizational development as a conceptual framework to accompany the organization in a continuous and interactive learning experience that will facilitate creating opportunities and synergies and improving skills and adjusting behaviors.

WEO also realizes that the only way to increase organizational effectiveness is through the commitment and competence of human resources that need to be continuously developed and motivated, while the management continues to uphold the humanistic values and ethics of the organization and demonstrating respect, integrity and equity within the organization and throughout all the programs.

On another note, WEO will also need to focus on increasing its visibility, communicating its value propositions and creating new relations with partners and networks that have similar visions and programming.
4.3 Strategy four: Objectives

WEO will seek to conduct organizational development with the following objectives in mind:

4.3.1 Effective management and good governance.
4.3.2 Improved financial management and enhance accountability.
4.3.3 Well trained, delegated and motivated team members.
4.3.4 Enhanced organizational performance, structures and procedures.
4.3.5 Increased performance and high quality services.
4.3.6 Developed management structures to optimize efficiency.
## Risk Management

WEO has analyzed some of the assumptions and risks that might arise during the next four years and that might hinder the organization’s plans. These risks are listed below along with their possibility of occurrence, their level of impact on WEO, plans if they ever occur, and the proposed action that WEO suggests to take once/before they have occurred:

<table>
<thead>
<tr>
<th>Assumption/Risk</th>
<th>Possibility</th>
<th>Impact</th>
<th>Proposed Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of Funding</td>
<td>Medium</td>
<td>High</td>
<td>Develop a fundraising plan</td>
</tr>
<tr>
<td>2. Plan not fully implemented</td>
<td>Low</td>
<td>High</td>
<td>Link the plan to all WEO’s interventions</td>
</tr>
<tr>
<td>3. WEO reports are not in line with the government</td>
<td>Medium</td>
<td>High</td>
<td>Prior communication with the government</td>
</tr>
<tr>
<td>4. Uneasy relations with some of the current government officials</td>
<td>High</td>
<td>Medium</td>
<td>Work to develop relations based on institutions not individuals</td>
</tr>
<tr>
<td>5. Staff leaving WEO</td>
<td>Medium</td>
<td>High</td>
<td>Develop an effective reward and motivation system</td>
</tr>
<tr>
<td>6. Lack of available qualified staff on program and management levels</td>
<td>Medium</td>
<td>Medium</td>
<td>Develop capacity building plan</td>
</tr>
<tr>
<td>7. Escalation in the IDPs and refugees’ situation</td>
<td>Low</td>
<td>Medium</td>
<td>Prepare an emergency plan based on different scenarios and responsive interventions</td>
</tr>
</tbody>
</table>
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