

# Contingency Strategic Plan 2016

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## Context

- Liberated areas in Anbar, Salah Al Din, Diyala, and Ninawa → Damaged infrastructure, Returnees basic needs, Women and children, human rights, different types of conflicts (sectarian, religious, political, etc)
- More IDPs and disaster affected people as a result of the ongoing and escalating military assaults on Mosul and Falluja.
- Another round of IHPF is due in less than six months... when? We should be well prepared for it. **The goal is to improve our category from high-risk partner to intermediate risk partner.** Also, we aim at submitting **at least 5 proposals and have at least 2 proposals approved for funding.**

## Mercy Hands Response

### Priority Geographical Areas

Ninawa is definitely a priority area. In the past we had a major emergency FI/NFI distribution operation for disaster affected population inside Tel Afar (a town in Ninawa) that we ran from the HQ through and implemented by a team based in Mosul. I highly doubt that we have the capacity at the HQ to run any operation in Ninawa. Someone may suggest having a base for MH in Erbil and then manage our operations in the North (including Ninawa), but I do not think we have enough resources to establish a base in Erbil. I would rather focus our limited resources on other nearby hot spots. These hot spots are:

- Anbar:
  - o Liberated areas (Ramadi, Heet, etc): Returnees problems, damaged infrastructure, etc
  - o Areas under ongoing military assault: IDPs
  - o Areas under siege (Falluja): destitute residents, IDPs. A major military operation can happen at any time, which will result in proliferation of all above problems.
- Salah Al Din
  - o Liberated areas: Returnees problems, damaged infrastructure, but a major area of intervention here is conflict resolution because many areas are mixed Sunni Shia.
  - o More waves of IDPs from Ninawa and less from Falluja
- Baghdad
  - o More IDPs from Ninawa and nearby Falluja

- Returnees to liberated areas in Anbar, Salah Al Din, and Mosul
- Karbala
  - IDPs from Falluja
  - IDPs from Anbar and Ninawa who are already present in Karbala
- Babil
  - IDPs from Anbar and Ninawa who are already present in Karbala
- Diyala?

### Sectors of Intervention

Should be based on MH expertise, needs on ground, and in line with HRP 2016.

**Priority sectors: - Protection, second-line response:** Deliver specialized protection support through direct and community-based provision of information, legal and community service to women, men, girls and boys whose human rights have been violated in this conflict. End objective: Strengthen the preventive, responsive, and remedial capacities of humanitarian actors to deliver protection sustainability and in line with international standards (Pg. 25).

- **Food Security, first and second-line response:** Save lives through the provision of emergency food and livelihood assistance to ensure the most vulnerable families have access to food during critical times. 2. Ensure access to and availability of food, and support the re-establishment of livelihood assist of the most vulnerable families to strengthen their coping capacities during critical times. End objective: Increase food availability for most vulnerable families by resuming, maintaining, and diversifying key agricultural production systems and strategies in stable/safe areas (25).

- **Health, first and second-line response:** Save lives through provision of critical life-saving health interventions reaching the most vulnerable people across Iraq. 2. Support provision of essential health services through mental health and psychosocial support services; essential reproductive care, referral systems for obstetrics; essential nutritional services; support to cold chain systems; promote routine vaccination; ensuring functional supply chain/stockpiling of medicines. End Objective: Provide comprehensive package of emergency health-care services with a focus on transitioning toward support and recovery of the existing health-care system in crisis-affected areas (26).

- **Camp Coordination & Management, first and second-line:** Provide essential life-saving assistance to displaced populations living in temporary settlement sites. 2. Strengthen the provision of safe and dignified basic living conditions for people enduring protracted displacement in formal and informal settlements. End Objective: Enable safe and dignified livable environment at minimum int'l standards for displaced people in formal and informal settlements (27).

- **Education, first and second-line:** Provide immediate access to inclusive safe and protected learning environments that promote psychosocial wellbeing of affected boys and girls. 2. Support increased access to protective, life sustaining and quality learning. End obj: Ensure equitable access to education

engaging boys and girls and adolescents in learning that promotes social cohesion and builds the resilience of education sector (27).

**- Multi-purpose Cash Assistance, first and second-line response:**

Empower returnees and newly displaced people to meet their cultural needs through an emergency one-off cash transfer. 2. Support extremely vulnerable households to meet their critical needs through multi-month cash transfers (28).

**- Logistics, second-line:** Ensure uninterrupted delivery of relief assistance by augmenting humanitarian actors' capacities through the provision of emergency storage and transport, and emergency airlift. End Obj: Strengthen the humanitarian community's ability to save lives and address needs through timely and reliable logistics services and information (28).

### What we need to do? Objectives

- Strengthen our presence inside priority areas and Community needs assessment:
  - o Starting June 1: The small grants program on halt and use the \$1000 to hire two or more Field Monitors who are based in Anbar and Salah Al Din.
  - o Utilize our network of local partners
- Capacity building of our senior management: All current senior management staff needs to be trained on Project Management Cycle and Proposal Writing. We need to find experienced trainers and organize training workshops for the staff.
- Strengthen our financial and administrative practices:
  - Updated contracts stating working hours, 1 month probation, and expected delivery of work without overtime. Staff will each resign a new contract starting May 1 understanding these new rules.
  - Procurement - Staff is still confused with new procurement procedure. It needs to be made more clear of expected process. Many prefer old forms.
  - HR - It is recommended to get an HR specialist/one person dedicated to this position. Unsure if there is budget for this.
- Close and continuous communication and cooperation with international players on ground and donors
- Design projects and write proposals

### Timeframe

We should start implementing the strategic plan as soon as possible and all objectives should be achieved before the next round of IHPF 2016.