



# IOM STRATEGY FOR IRAQ (2022–2024)

The International Organization for Migration (IOM) is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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(2022–2024)

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# ACRONYMS

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<b>AAP</b>	Accountability to Affected Populations (AAP)
<b>ABC</b>	Area-Based Co-Ordination
<b>BPC</b>	Border Points Commission
<b>CCCM</b>	Camp Coordination and Camp Management
<b>CFM</b>	Complaint and Feedback Mechanisms
<b>CSO</b>	Civil Society Organization
<b>CwC</b>	Communicating with Communities
<b>DS</b>	Durable Solutions
<b>DSTF</b>	Durable Solutions Task Force
<b>DSRSG</b>	Deputy Special Representative of the Secretary General
<b>DSTWG</b>	Durable Solutions Technical Working Group
<b>DTM</b>	Displacement Tracking Matrix
<b>GBV</b>	Gender Based Violence
<b>GCM</b>	Global Compact for Migration
<b>HC</b>	Humanitarian Coordinator
<b>HDPN</b>	Humanitarian-Development-Peace Nexus
<b>IASC</b>	Inter-Agency Standing Committee
<b>IBM</b>	Integrated Border Management
<b>IDPs</b>	Internally Displaced People/Persons
<b>IGF</b>	Institutional Governance Framework
<b>IMRF</b>	International Migration Review Forum
<b>IOM</b>	International Organization for Migration
<b>ISIL</b>	Islamic State of Iraq and the Levant
<b>JCC</b>	Joint Crisis Coordination Center
<b>JCMC</b>	Joint Coordination and Monitoring Center

<b>MEAL</b>	Monitoring, Evaluation, Accountability and Learning
<b>MECC</b>	Migration Environment and Climate Change
<b>MENA</b>	Middle East and North Africa
<b>MHPSS</b>	Mental Health and Psychosocial Support
<b>MIDAS</b>	Migration Information and Data Analysis System
<b>NFI</b>	Non-Food-Items
<b>NMMS</b>	National Migration Management Strategy
<b>NRC</b>	Norwegian Refugee Council
<b>ONSA</b>	Office of the National Security Advisor (ONSA)
<b>OPD</b>	Organization of Persons With Disabilities
<b>PoE</b>	Point of Entry
<b>PSEA</b>	Prevention of Sexual Exploitation and Abuse
<b>PSEAH</b>	Protection from Sexual Exploitation and Abuse and Sexual Harassment
<b>PVE</b>	Prevention of Violent Extremism
<b>RC</b>	Resident Coordinator
<b>RRR</b>	Returns, Readmission and Reintegration
<b>SDGs</b>	Sustainable Development Goals
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SH</b>	Sexual Harassment
<b>SSR</b>	Security Sector Reform
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNSDCF</b>	UN Sustainable Development Cooperation Framework
<b>WASH</b>	Water Sanitation and Hygiene

# 1. INTRODUCTION

## 1.1. ABOUT IOM

The International Organization for Migration (IOM) is the UN's leading agency on migration and the leading intergovernmental organization in the field of migration, working closely with key stakeholders - migrants and Member States - to promote humane, safe, and orderly migration. IOM provides services and advice to governments and migrants in an integral and holistic manner, to maximize the benefits and opportunities of migration and reduce its challenges. Established in 1951, IOM now has more than 170 Member States, offices in over 400 field locations and more than 14,000 staff.

IOM's Global Strategic Vision, presented to Member States in 2019, spans from 2019 to 2023. The Vision articulates how IOM plans to meet its new and emerging responsibilities, including IOM's mandated role as Coordinator for the UN Network on Migration. It sets out the 'direction of travel' for IOM; the Global Strategic Vision is forward looking and encourages 'joined up thinking'.

IOM Iraq is under the purview of IOM's Regional Office for the Middle East and North Africa (MENA). IOM MENA supports governments in the region to fulfill their commitments towards migrants<sup>1</sup>, displaced populations<sup>2</sup>, affected populations, returnees, and host communities in accordance with national priorities as well as regional and global commitments and migration processes.

The IOM Iraq Strategy is aligned with the Global Strategic Vision, its corresponding Regional Strategy for MENA and the IOM Strategic Results Framework — all of which are anchored in the overall objectives of the 2030 Agenda for Sustainable Development and the Global Compact for Migration.

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1. Migrant is an umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students. Source: IOM Glossary (2019), URL [https://publications.iom.int/system/files/pdf/iml\\_34\\_glossary.pdf](https://publications.iom.int/system/files/pdf/iml_34_glossary.pdf).

2. Defined as: Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, either across an international border or within a State, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters. Source: Adapted from Guiding Principles on Internal Displacement, annexed to United Nations Commission on Human Rights, Report of the Representative of the Secretary-General, Mr. Francis M. Deng, Submitted Pursuant to Commission Resolution 1997/39, Addendum (11 February 1998) UN Doc. E/CN.4/1998/53/Add.2, 5, para. 2 of the introduction. Internally Displaced Persons are Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border. Source: Guiding Principles on Internal Displacement, annexed to United Nations Commission on Human Rights, Report of the Representative of the Secretary-General, Mr. Francis M. Deng, Submitted Pursuant to Commission Resolution 1997/39, Addendum (11 February 1998) UN Doc E/CN.4/1998/53/Add.2, 6.

## 1.2. IOM IN IRAQ

IOM Iraq was established in 2003 and has more than 1,700 staff members in sub-offices in all Governorates, with main offices in Baghdad, Erbil, Mosul and Basra.

IOM's strength lies with its large operational footprint and institutional expertise across a range of sectors. By leveraging experience working with host communities; internally displaced people (IDPs); migrants; returnees from abroad and those seeking durable solutions; and by leveraging strong ties with government counterparts at national, governorate and local levels, IOM supports the Government of Iraq (GoI) across three strategic Pillars: Resilience, Mobility and Governance.

IOM's work has been responsive to the changing environment and priorities, including pivoting programming towards humanitarian assistance during the Islamic State of Iraq and the Levant (ISIL) crisis in 2014 – 2017; and re-orienting to support recovery and stabilization initiatives after 2017, when the crisis was officially declared to be over. IOM Initiatives that support the Government in defining well-managed migration policy at the national level have become increasingly practical.

IOM Iraq utilizes a whole-of-government and whole-of society-approach, navigating the complex governance environment through institutional partnerships, collaboration at institutional and community levels, and co-designing strategies with communities that suit local needs and priorities. Initiatives are underpinned by strong capacity development initiatives and the provision of strategic guidance on migration and mobility. IOM's Displacement Tracking Matrix (DTM) remains the main source of data related to displacement and returns across the country and at border points in Iraq, bolstered by 100 field-based data collection personnel and a network of over 9,500 key informants across Iraq.



*IOM's support to the Government has grown to encompass initiatives across the humanitarian-development-peace nexus.*



## 1.3. VISION STATEMENT

The Government of Iraq is supported to develop and implement inclusive strategies towards well-managed migration, and recovery, peacebuilding and stabilization initiatives that address root causes of displacement and support durable solutions. Migrants, displaced populations, returnees and host communities in Iraq are able to exercise their rights in an inclusive and equitable environment.



## 2. CONTEXT AND MIGRATION ANALYSIS

Migration in Iraq is a complex phenomenon, impacted by push and pull factors such as successive waves of conflict; social cohesion, stabilization, and socio-economic challenges; climate change and labor market dynamics.

Iraq has long land and sea borders with Jordan, Syria, Iran, Turkey, Saudi Arabia and Kuwait; with 26 Points of Entry (PoEs), five (5) airports, six (6) ports and 15 ground crossings that carry international traffic. Some PoEs are not functional due to the security situation and there are also many informal border crossing points, many of which do not have clear procedures or integrated systems.

During the peak of the 2014-2017 ISIL crisis, almost six (6) million people were displaced internally due to violent conflict and the breakdown in services. In December 2017, the Prime Minister of Iraq declared the intention to close the camps and support IDPs to return home. By January 2022, over 4.8 million people had returned to their areas of origin. However, many IDPs still face obstacles to reintegration after return, often linked to structural and social concerns such as the risk violence; an inoperative business or agriculture landscape; and legal framework impediments that require structural and institutional interventions. Households also face a lack of access to basic services, including health, psychosocial and protection services; a lack of safe and dignified housing; challenges finding decent employment and livelihood opportunities; challenges related to safety; social cohesion issues; and security vacuums in areas of origin undermining the revival of effective rule of law and stability. These lingering challenges can undermine full reintegration into society and result in secondary displacement, or an increased likelihood of circular migration.



Awareness campaigns for displaced children in Amiriyat Al-Fallujah camp, Anbar Governorate, focused on combatting COVID-19. IOM Iraq 2021/Rafal Abdulateef

Across Iraq, access to security and justice are crucial pillars of stability, post-conflict recovery and the transition towards sustainable development. Areas affected by conflict have sometimes faced security sector fragmentation, with absent or limited accountable and legitimate law enforcement actors impeding the provision of safety and security. Perceived or actual concerns around security, in areas of origin or areas with high numbers of IDPs among the hosting communities, have the potential to impact community cohesion and generate new forms of displacement. This necessitates efforts to rebuild trust between communities and law enforcement actors.

Returning IDPs with perceived affiliation to extremist groups such as ISIL can be exposed to harassment or retaliatory attacks, which could reignite community violence and generate secondary displacement, both of which speak to the need for a tailored and context specific approach to social cohesion, peacebuilding and reintegration. Many returning IDPs also confront major legal challenges, including housing, and property issues, which impede safe, dignified and durable returns and reintegration in areas of origin.

As of January 2022, there are still 1.1 million persons in protracted displacement, living in camps and informal displacement sites, out-of-camp settlements and host communities. Many of these individuals face complex challenges that impede their access to durable solutions. Supporting them to achieve durable solutions requires significant engagement with key community constituents, including tribal groups, women and youth who can play a key role in facilitating safe and well-managed return and reintegration, and continued social cohesion efforts. The camp closures, and consolidation policy, have at times led to premature returns to areas where conditions are still severe, or otherwise caused situations of secondary displacement, especially to informal displacement sites. This challenge also affects areas where refugees from Syria, Iran and Turkey are residing — mainly in the Kurdistan Region of Iraq.

In addition, 2017-2020 saw the gradual return of thousands of Iraqi citizens who fled across borders during the ISIL crisis or who had sought economic opportunities abroad. While returns to Iraq slowed down during 2020, there was an increase in external flows of migrants attempting to cross into the European Union during 2021 after political friction between the EU and Belarus. The Government of Iraq, with support from the international community, took several actions to support safe returns and negotiate a systematic response to returns, reintegration and readmission.

Iraq is a transit and destination country for victims of trafficking. Iraq also hosts hundreds of thousands of south Asian, southeast Asian, and African migrant workers, employed in the domestic, construction, and service sectors, who may experience vulnerabilities and can be disproportionately impacted by crises. Many of these migrants live in overcrowded conditions, have limited access to information on public health measures, and struggle to access services due to language barriers, their legal status in Iraq, and the cost of healthcare.

## 2.1. ROOT CAUSES OF INSTABILITY AND DRIVERS OF DISPLACEMENT

There are various drivers of migration in Iraq, many linked to lingering instability caused by the 2014-2017 ISIL crisis; stalled processes in the recovery efforts including economic (re) development; and challenges in governance and legal frameworks; along with challenges concerning social cohesion challenges, safety and security.

War and economic downturn have forced many Iraqis to move to urban areas where tensions can arise over employment, access to resources, and governance. The growth of informal settlements in some of these areas has created new vulnerabilities related to legal tenure and access to services. Left unaddressed, these issues may enable extremist groups or ideologies to gain traction that may be exacerbated by the population density and complex social networks found in urban areas. The phenomenon of violent extremism extends beyond ISIL and urban contexts, and further efforts are needed to address the root causes and drivers that increase vulnerability to mobilization and recruitment by armed groups promoting sectarian view or extremist activities. These drivers can include, but are not limited to, limited socio-economic opportunities; marginalization and discrimination; poor governance and lack of rule of law; unresolved conflict; collective grievances and radicalization.

Economic conditions in Iraq remain challenging; a lack of competitiveness within the various sectors of the economy and regulatory issues, combined with challenges such as the early 2020 decline in oil prices, were exacerbated by the COVID-19 pandemic. Many Iraqis – particularly those who were displaced – face issues related to civil documentation and legal identity, along with access to legal assistance, housing, land and property rights and public services. Many persons with disabilities are unemployed with very limited access to skills training, opportunities for employment or business development support, particularly if they are women.



IOM distributes cash for non-food item vouchers in Jeddah 5 camp for internally displaced persons.  
IOM Iraq 2021/Sarah Ali



In terms of economic security, the state has become less able to expand public employment and absorb unemployed youth into its payroll as it had traditionally done. The crisis in the public sector, coupled with a weak private sector, downgrades economic prospects and increase risks of poverty. Women, particularly those in rural areas, are particularly impacted. Over 2019 and 2020, perceptions of institutional responsiveness spilled over into mass protests that began in the capital and radiated across numerous Governorates. Some of the root causes of this unrest remain unaddressed, which has the potential to destabilize the social and political situation.

COVID-19 had a significant impact on a health system was already weakened by years of sanctions and conflict. The pandemic increased exacerbated economic difficulties and hardship for the most vulnerable populations, including migrants. Continued political and regional tensions also heighten the country's fragility.

Environment and climate change are increasingly impacting people's lives and driving mobility. Projected climate change will bring longer and more severe droughts; increased flood occurrences; decreased agricultural production resulting from the increase in drought periods; increased desertification and increased damage to infrastructure due to flooding and storms. Particularly in the Southern areas of Iraq, climate-induced migration/displacement is complicated by wider degradation in economic security and governance, which may worsen if infrastructure is not adapted. More broadly, Iraq is also experiencing general rural-urban migration.

To address migration dynamics, IOM provides expertise to the Government of Iraq to enhance its migration governance capacities at the technical and strategic levels, and supports Iraq to fulfil its role as a 'Champion Country' of the Global Compact for Migration (GCM).



IOM organized several trainings for Government of Iraq officials to effectively put the National Referral Mechanism into practice, in support of returnees. IOM Iraq 2021/Anjam Rasool

## 2.2. RESPONDING TO THE MIGRATION OUTLOOK

Though 2022-2024, IOM will continue to provide lifesaving, humanitarian aid; reduce the impact of the political, social, security and economic destabilizing factors that could derail the transition, recovery and reconciliation process; and contribute to a sustainable, stable and regulated environment on the path towards development.

IOM Iraq's overarching strategy will be guided by the first National Migration Management Strategy (NMMS), which aims to manage migration for the socioeconomic benefit of Iraq, guiding the numerous government institutions involved in migration governance. Programming is linked to Global Compact for Migration (GCM) commitments as prioritized by the Government, particularly considering their status as GCM Champion country<sup>3</sup>.

In line with the IOM Strategic Vision 2019-2023, IOM will deepen partnerships across the UN Development Systems, and lead on issues related to migration and displacement in Iraq according to our mandate.

IOM will continue to support IASC commitments, such as Camp Coordination and Camp Management (CCCM) Cluster Co-ordination, and the Shelter Cluster sub-national structures. IOM will continue to co-lead the Durable Solutions Task Force (DSTF), alongside the United Nations Development Programme (UNDP), serving as a high-level platform for coordination;<sup>4</sup> and the Durable Solutions Technical Working Group (DSTWG) alongside UNDP and Norwegian Refugee Council (NRC), which provides technical advisory support to the DSTF and guidance to area level coordination mechanisms. The Durable Solutions (DS) coordination mechanism priorities will complement the efforts led by the Government, especially by reinforcing coordination on the DS related programmes at the area-level to link cross-sectoral and cross-agency programmes; and promoting joint programming and collaboration to better meet the needs of the displacement-affected populations and end protracted displacement; while considering the risks of further displacement.

IOM will continue to act as Secretariat for the UN Network on Migration in Iraq, providing technical advice and co-ordination,<sup>5</sup> sharing information on GCM processes and policy development, mapping initiatives and identifying joint areas of work. The May 2022 International Migration Review Forum (IMRF) will be an opportunity for Iraq and the UN Network on Migration in Iraq to substantively contribute to the GCM process, including through the development of the Voluntary National Review and producing a set of goals or 'pledges', toward GCM implementation. The Network will support the Government's participating in briefings related to its status as a GCM Champion Country, including supporting bilateral champion country to champion country meetings to exchange ideas and best practices.

Capacity development programming with civil society organizations (CSO) is a key part of the localization and sustainable agenda, and IOM will continue to work with CSOs on programming and organizational development. This includes with umbrella or representative organizations looking at reducing barriers and inclusion, for example for women. Through

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3. Iraq became a Global Compact for Migration (GCM) Champion country in 2021, the second in the Arab region.

4. In 2020, the International Community in Iraq established a Durable Solutions Coordination Mechanism, under the leadership of the United Nations Deputy Special Representative of the Secretary General (DSRSG)/Resident Coordinator (RC)/Humanitarian Coordinator (HC) for Iraq.

5. In March 2021, IOM launched the Iraq UN Network on Migration which serves as a mechanism in providing effective, timely and coordinated system-wide support to Member States. The Iraq membership consists of nine (9) UN agencies along with the DSRSG/RC/HC.

these forums, IOM will also support awareness of and advocacy for rights of persons with disabilities, focused on their stated priorities; such as laws, inclusive education and accessible livelihoods opportunities.

IOM will develop strategic partnerships to maximize expertise and provide comprehensive, coherent support.

**To alleviate human suffering and prevent and respond to mobility-related crisis,** IOM will deliver lifesaving humanitarian need in sectors under its mandate to address critical needs of vulnerable individuals and communities, aligned to any Inter-Agency Standing committee (IASC) Humanitarian Response Plans. Assistance will be rights-based, and underpinned by advocacy efforts. Interventions encompass Camp Coordination and Camp Management (CCCM) Cluster, Water Sanitation & Hygiene (WASH) interventions, Shelter and Non-Food-Items (NFI), health, and Mental Health and Psychosocial Support (MHPSS). IOM will continue to scale up protection programming to meet additional demands, and stronger monitoring in areas of return to support durable solutions. There are plans to mainstream Gender Based Violence (GBV) case management and link it further to migration management programming streams.

**To empower displaced persons, migrants and their families as development actors,** IOM programming will link to durable solutions strategies and efforts to resolve barriers to inclusion, particularly through the area-based co-ordination (ABC) mechanisms that support comprehensive, joined-up support. Emphasis will be placed on joint planning, implementation and reporting on the joint-Plans of Action, along with complementarity towards long-term development activities. For IDPs, IOM will support sustainable return and reintegration, or alternative solutions such as local integration or resettlement, where appropriate and possible. IOM Iraq will continue to facilitate the voluntary return and reintegration of migrants abroad and ensure protection across all the phases of return and reintegration through identifying vulnerabilities, and providing assistance and referrals. Likewise, resettlement programming including for family reunification will continue, to complement efforts made by receiving countries. IOM will increase the provision of information on safe and legal migration pathways, as well as the risks of irregular migration including trafficking and smuggling.

**To address drivers and structural factors that compel people to move,** IOM will continue to support community recovery initiatives, particularly those that support durable solutions, social cohesion and sustainable peace, including facilitated returns programming. Stabilization and governance capacity development initiatives will diversify to understand and help resolve drivers of conflict, and address root causes of migration and displacement. Economic development initiatives will continue to grow in scope to support durable solutions and address inequalities and structural factors impacting development.

This includes rehabilitating community-level infrastructure, economic empowerment and private sector revitalization, housing rehabilitation and reconstruction efforts, along with increasing the Governments capacity for inclusive community-recovery strategies. Shelter and Housing programming will be merged to utilize technical expertise. IOMs efforts for peacebuilding, stabilization and good governance will include supporting community-level social cohesion activities, transitional justice and reparations, provision of legal assistance to address issues in accessing civil documentation, prevention of violent extremism (PVE)

and community engagement and community policing. Social cohesion programming adopts community-based, highly participatory approaches to address localized drivers of community tension and marginalization, while also supporting increased community interconnection and stabilization. PVE programming will work within the framework of a 2021 Cooperation Agreement with the Office of the National Security Advisor (ONSA), including for the National Strategy for Combating Violent Extremism Conducive to Terrorism.

Reparations programming will continue, supporting the Government in implementing and operationalizing reparation laws, notably the Yazidi Survivors Law, including through capacity-development, advocacy, policy guidance, expert advice and technical support to governments and local and international stakeholders to promote the transparent delivery of individual or collective reparations measures. The community engagement and community policing approach will be strengthened through support to the Ministry of Interior's Strategic Centre for Community Policing and the National Advisory Forum; and by focusing on urban areas such as Baghdad and potentially communities across the Iraq/Iran border.

In line with the renewed focus on environmental migration, IOM intends to better understand environmental change as a structural driver of migration and how to best support the Government, civil society actors, and affected communities in responding or adapting, building on research performed throughout 2018-2021, and aligned to the 2021 global IOM Migration Environment and Climate Change (MECC) Strategy. Coordinating and collaborating with partners, IOM will increase efforts to enhance disaster risk reduction strategies in response to growing levels of systemic risk; and address challenges related to displacement, or irregular migration flows in the context of environmental degradation particularly water scarcity. This includes strategies addressing tensions over dwindling resources and supporting Government entities to adapt or develop new policies to support adaptation methods, such as access to livelihoods or services in the agricultural field.

**To support the objective of well-governed migration;** transition and hand-over strategies will be developed, underlined by stabilization principles. There will be an increase in capacity development for government, stakeholders and communities, through trainings, providing technical expertise and guidance, supporting the development of standard operating procedures, and infrastructure and system upgrades related to migration and mobility. Recognizing the policy and cooperation efforts needed, IOM will provide direct assistance, technical guidance on policies and legislation, and co-ordination with other technical UN agencies on internal and external counter-trafficking and migrant smuggling. Efficient implementation of the NMMS requires technical capacity development and tailored tools to effectively respond to the complexities and opportunities related migration, including for returns, readmission and reintegration (RRR). This includes strengthening migration governance and legal frameworks, including international migration cooperation in line with IOM's global RRR Policy. Moreover, there are additional opportunities for security sector reform (SSR) and border governance support across the country, including strengthening the operational capability of border crossing points and enhancing border management systems. As a priority, IOM is supporting the Government to develop an integrated readmission framework to efficiently verify returnee identities and ensure due process or plan for returnee reintegration. To support legal identity with efforts across the HDPN, acknowledging a lack of civil documentation as a key impediment to durable solutions and development, IOM Iraq is supporting the implementation of key pillars of

the IOM Institutional Strategy on Legal Identity, including supporting the development of consular services to issue documentation – including civil registration, citizenship certificates, ID and travel documents; assisting migrants without legal identity documents; and supporting national civil registration and identity management systems to facilitate regular migration and mobility. Migration governance efforts will expand to engage in labor and human development strategies, considering the deep need for upgrades and possibilities for exchanges.

Health systems strengthening at the local/community level will align with transition, stabilization programming considering health as a driver of displacement and irregular migration. An increased focus on data and research will help generate evidence to support greater investments in community-based health, for example, systems for health promotion and working jointly with authorities. Evidence and programming will lead to continue policy advocacy for universal health coverage and support to the SDG related goals. Programming will support adaptation/mitigation measures for health crises such as the COVID-19 pandemic, including critical work at PoEs looking at cross-border movements encompassing health, border and mobility management approaches. Integrated border management (IBM) initiatives will expand, including strengthening the operational capability of border crossing points and enhancing border management systems through MIDAS (Migration Information and Data Analysis System).

Programming will encourage policy coherence and comprehensive international, national and local level systems

**To develop responsive, evidence-based programming, drive positive policy development, and demonstrate efficacy and impact,** IOM will continue to promote the need for migration data collection, management, sharing and reporting. This includes supporting the Government to invest in and roll-out information systems such as the Migration Information and Data Analysis System (MIDAS) and other data collection, analysis and monitoring tools, particularly those that help Iraq meet international obligations.

IOM will continue to produce data and research. This includes through continuing to run the Displacement Tracking Matrix (DTM), which is recognized as the main source of data on displacement, durable solutions and migration encompassing numbers, locations, drivers, trends and priorities. Looking ahead, the DTM can expand flow monitoring points at borders to better track regional migration trends and synthesize and relay this information back to the Government and stakeholders. The DTM will diversify to consider new mobility modalities or risk factors related to MECC, and expand flow monitoring to capture broader mobility trends, including at land or air border points.

Partnerships will be deepened with academic institutions for relevant research studies and assessments across a range of sectors relating to migration and displacement. The research strategy will shift to focus on emerging trends and analyze the impact of key migratory trends, such as displacement, return and durable solutions trends, fragility indicators, regional and international migration flows, and MECC indicators. IOM will continue to perform rapid and comprehensive multi-sectoral community assessments to understand community concerns and priorities concerns.

Through a strong Monitoring, Evaluation, Accountability and Learning (MEAL) structure, this knowledge will continue to be harnessed to tailor programming and demonstrate impact. Following Headquarters priorities, knowledge management strategies are being boosted and information technology and communications systems upgraded to promote an integrated approach to identifying, capturing, evaluating, retrieving, and sharing information.



## 3. STRATEGIC PRIORITIES

### 3.1. PRINCIPLES:

- **Rights-based:** IOM's work is governed by its adherence to and promotion of international migration law including human rights law. This includes when working with security actors, and non-state actors, in collaboration with other UN agencies.
- **People-centred:** IOM is driven by promoting the rights of people, nationals and non-nationals alike, and addressing risks.
- **Inclusive and gender-responsive:** Programming is designed alongside communities with whom IOM works, focused on reducing barriers and supporting accessibility for all, as well as developing guidance for staff based on expert guidance and global best practice.
- **Conflict-sensitive:** Programming researches and considers complex social dynamics. It is attentive to gender, youth, human rights and protection considerations; and incorporates transitional justice, equity, and inclusive livelihoods and governance.
- **Collaborative and within global commitments and frameworks:** Programming works towards the Agenda for Sustainable Development and Agenda 2030 Goals. Serving in key leadership positions, IOM invests in solid partnerships within the UN system and with governments, civil society, academia, private sector through its whole of government and whole of society approach.
- **An objective voice:** Utilizing access to research and communications with migrants and host communities, IOM promotes positive narratives of migration and advocates for the wellbeing of migrants, displaced populations and host communities in line with the values enshrined in IOM's Constitution.



The Bangladesh Embassy in Baghdad hosted a celebration for International Migrants Day 2021, with support from IOM. IOM Iraq 2021/Rafal Abdulateef

# SDG-GCM Mapping

## Iraq Mission Objectives

## Sustainable Development Goals (SDGs)

## Global Compact for Migration (GCM) Objectives

### OBJECTIVE 1:

Promotes Solutions to short and long-term drivers and impacts of displacement and reduce mobility-related vulnerabilities and risks.



### OBJECTIVE 2:

Address the migration and mobility needs of migrants and Iraqi citizens.



### OBJECTIVE 3:

Enhance national capacities to implement migration governance including the implementation of the GCM.



## 3.2. STRATEGIC PRIORITIES<sup>6</sup>

IOM Iraq's Strategic Pillars, Objectives and Outcomes are in line with the IOM Strategic Results Framework, as well as SDG and GCM Objectives and Commitments, aimed at supporting the Government of Iraq's strategies. Outcomes are mapped against the Pillars of the Iraq – UN Sustainable Development Cooperation Framework (UNSDCF) and IOM has active membership of the Priority Working Groups to ensure programs contribute to the UN's plans in Iraq.

### RESILIENCE

**Promote solutions to short-and long-term drivers and impacts of displacement and reduce mobility-related vulnerabilities and risks.**

Through inclusive efforts to support communities affected by conflict, instability, environmental fragility, poverty or socioeconomic vulnerabilities, and exploitation, along with direct assistance responding to vulnerabilities.

For: communities impacted or potentially impacted by risks and vulnerabilities, including IDPs, host communities, migrants, and refugees.

**Outcome 1:1** Humanitarian assistance and recovery support is provided for IDPs, returnees, host communities, refugees and migrants in vulnerable situations

**Outcome 1:2** Migrants and crisis or displacement-affected populations are protected from violence, exploitation and abuse, and their rights are upheld.

**Outcome 1:3** Drivers and impact of displacement and unplanned or irregular migration are addressed through stabilization, peacebuilding, recovery, resilience building and prevention initiatives and technical support to all levels of Government

### MOBILITY

**Address the migration and mobility needs of migrants and Iraqi citizens.**

Through supporting durable solutions, returns and reintegration, and resettlement towards sustainable development; and through enhancing rights-based pathways, quality service provision and protection of migrants and communities

For: Iraqi returnees, migrants, and refugees in Iraq

**Outcome 2:1** Sustainable mechanisms for regular migration or mobility pathways are established or enhanced, and responsive to current and emerging trends

**Outcome 2:2** Migrants and returnees from abroad are supported with access to essential services and their rights are upheld

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6. An internal IOM Iraq Results Matrix contains indicators at Pillar/Objective and Outcome level, which are in line and allow streamlined reporting to the IOM Global Strategic Results Framework, the IOM MENA Regional Strategy, the Iraq UN Strategic Development Cooperation Framework (UNSDCF) as well as the SDGs/GCM.

## GOVERNANCE

Enhance national capacities to strengthen migration and displacement governance, including the implementation of the GCM.

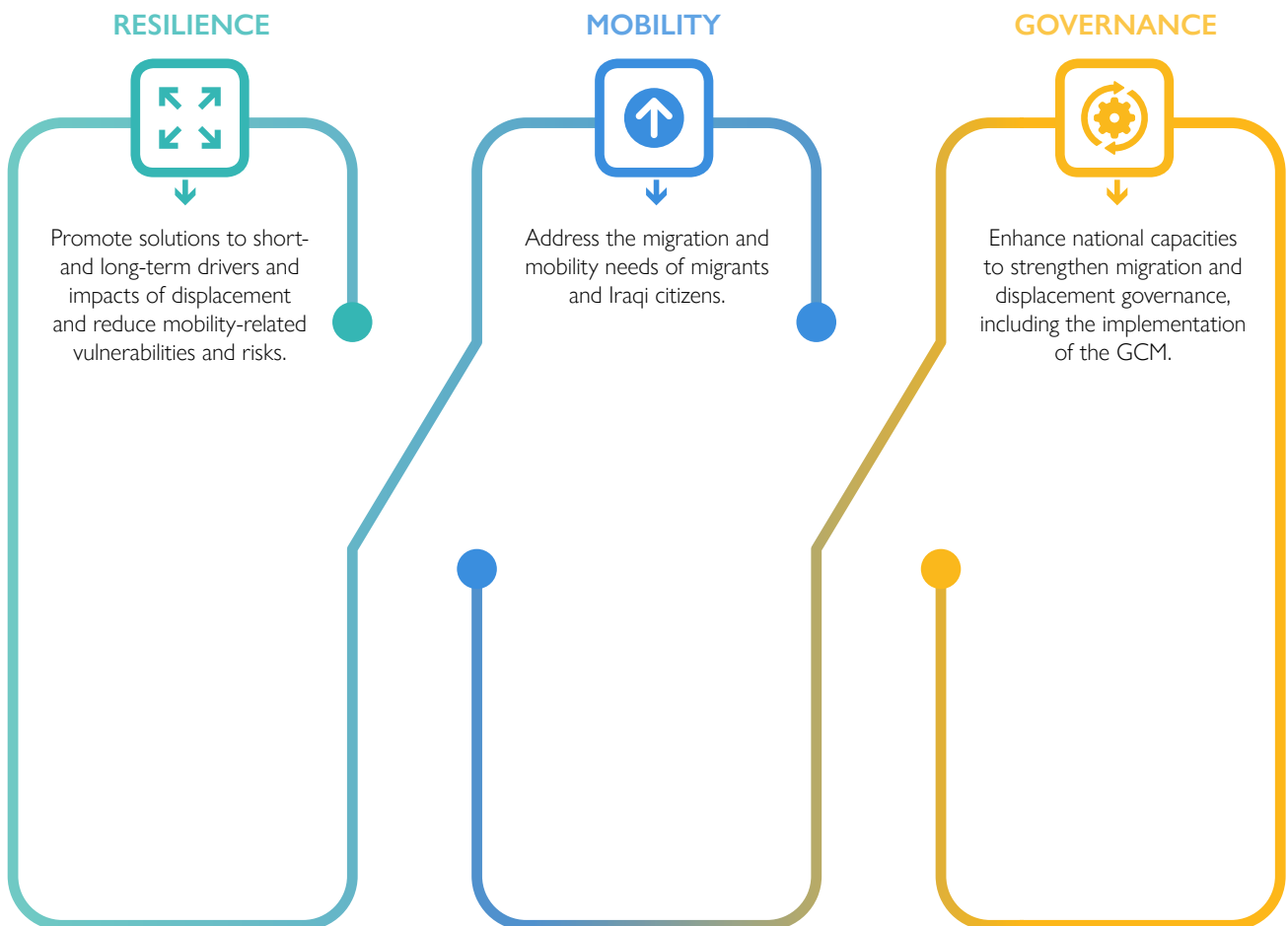
Through supporting whole-of-government approaches with national, regional and local authorities and stakeholders to strengthen legislation, policies, systems, partnership, cooperation and data management; and leading co-ordination mechanisms, to fulfil international obligations and support coherence with broader development planning.

For: The Government of Iraq including the Kurdistan Regional Government, stakeholders, Local Community leaders and groups, UN Agencies, NGOs and community based and civil society organizations

**Outcome 3:1** The government and stakeholders have improved capacity to manage migration flows, including displacement and cross border mobility

**Outcome 3:2** The government has increased capacity to deliver inclusive and effective support through strengthened legislation, policies and systems

**Outcome 3:3** The evidence base on migration and displacement is increased and accessible, through primary data collection, research and partnerships



### 3.3. CROSS CUTTING PRIORITIES

IOM employs an inclusive human-rights approach that supports people of all genders, ages and abilities. IOM pays special attention to increasing gender sensitivity of its programming and staff, achieved through leadership, technical guidance and continued support for learning on related subjects including diverse sexual orientation, gender identity, gender expression and sex characteristics. For all activities, IOM employs inclusive strategies that support the diverse needs and views of all groups, including persons with disabilities. Efforts are people-centered, inclusive and respond to barriers to services and information of different groups in conditions that consider safety and welfare of staff. Projects are area-based; tailored to local needs, in line with plans or priorities set by local authorities; triangulated with community leaders; and adaptable to the changing context.

In 2014, the Government of Iraq ratified the UN Convention on the Rights of Persons with Disabilities. In 2022, IOM will renew its commitment to the inclusion of persons with disabilities in its programming through the IOM Iraq Disability Inclusion Action plan detailing steps for a comprehensive and accountable approach to disability inclusion across programming and operations.

All programs are designed and implemented under protection mainstreaming principles: prioritizing safety and avoiding harm, ensuring people's meaningful access to services, taking measures towards Accountability to Affected Populations (AAP) including PSEA and facilitating empowerment and participation of people IOM serves. Projects systematically include Communicating with Communities (CwC) activities and effective complaint and feedback mechanisms (CFM), including through a dedicated IOM Call Centre.

Sexual exploitation and abuse (SEA) and sexual harassment (SH) by IOM personnel are not only serious misconduct violations, but violations of human rights and forms of sexual violence driven by gender inequality and imbalances of power. IOM recognizes that incidents of SH in the workplace can serve as indicators of SEA against beneficiaries, and vice versa, and takes steps to tackle both forms of sexual misconduct. IOM Iraq is committed to addressing SEA and SH through effective prevention, risk mitigation, and response measures at all stages of programming across all types of interventions and within all IOM offices worldwide. Individuals and communities have a right to protection and assistance without fear of SEA; likewise, IOM personnel have a right to work in an environment free from sexual harassment. IOM Iraq's strategic approach to protection from sexual exploitation and abuse and sexual harassment (PSEAH) focuses on five key priority areas: Leadership and Organizational Culture, Institutional Accountability and Transparency, Capacity-Development, Behavior Change and Communication, Quality and Accessible Victim Assistance, and Partnership and Coordination

IOM actively considers the environmental sustainability and impact of its operations.



### 3.4. PARTNERSHIPS AND COORDINATION

IOM is a member of the UN Country Team and Humanitarian Country Team. Since 2021, IOM has co-led the DSTF alongside UNDP, along with the DSTWG. IOM Iraq acts as Secretariat of the UNM, coordinating nine UN Agencies. For humanitarian co-ordination, IOM is co-lead of the CCCM Cluster alongside United Nations High Commissioner for Refugees (UNHCR), co-lead of the Centre-South Shelter Cluster, and chair of the Returns Working Group.

Through its community stabilization, returns and reintegration, economic development and migration management programs, IOM has formal or institutional partnerships with key ministries such as the Ministry of Migration and Displacement, Ministry of Interior, Ministry of Planning, Ministry of Labour and Social Affairs, Ministry of Youth and Sports; governmental bodies including the Border Points Commission (BPC); the Government of Iraq's national Joint Coordination and Monitoring Center (JCMC); and the Kurdistan Regional Government's Joint Crisis Coordination Center (JCC). IOM has established strong relationships with governmental authorities at the governorate and local levels and works closely with Mukhtars and tribal leaders. Through these partnerships, IOM Iraq enhances the interlinkages between migration and development by mainstreaming migration into local and national policy and programming. IOM collaborates with Organizations of persons with disabilities (OPDs) across Iraq to inform and strengthen disability inclusive programming.

As part of the United Nations system and in accordance with the “Delivering as One” approach, IOM Iraq is enhancing coordination and collaboration with UN partners including through joint programming efforts. A critical component of this is continuing to act as co-lead or secretariat for migration-related platforms, such as the DSTF and the UN Network on Migration, and supporting partners to implement commitments under the GCM. These partnerships ensure support for migration governance efforts towards the realization of migrants' and displaced populations' rights. As recognized in the 2030 Agenda and promoted in the Organization-wide approach to migration and sustainable development, human mobility is inextricably linked with sustainable development. IOM Iraq contributes to monitoring migration-related SDGs, and participating in the Voluntary National Review.

**In order to deliver high-quality migration programming that contributes to positive outcomes,** IOM Iraq is committed to drivers of organizational effectiveness, such as supporting capacity-building among staff, institutional knowledge management, monitoring, evaluation, accountability and learning, and staff welfare, including through increasing knowledge of IOM's Global Strategic Vision, UN Reform Process and IOM leadership roles such as for the UN Network on Migration Secretariat. IOM Iraq will engage in several institutional reform processes, including for the new global Institutional Governance Framework (IGF) which aims to enhance the Organization's operational efficiency and responsiveness, transparency, accountability, impactful project outcomes, consistency and harmonization.



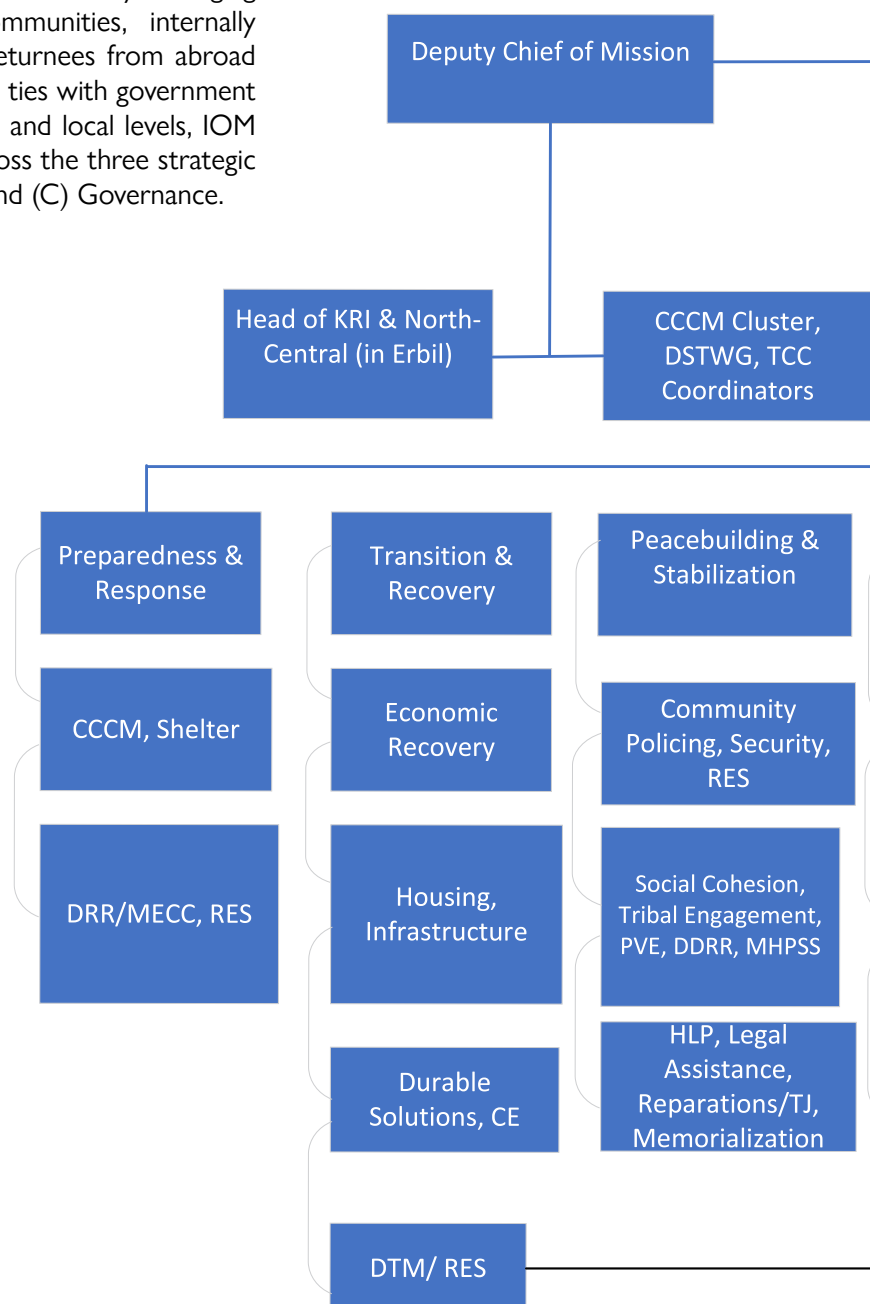




# ANNEX 1.

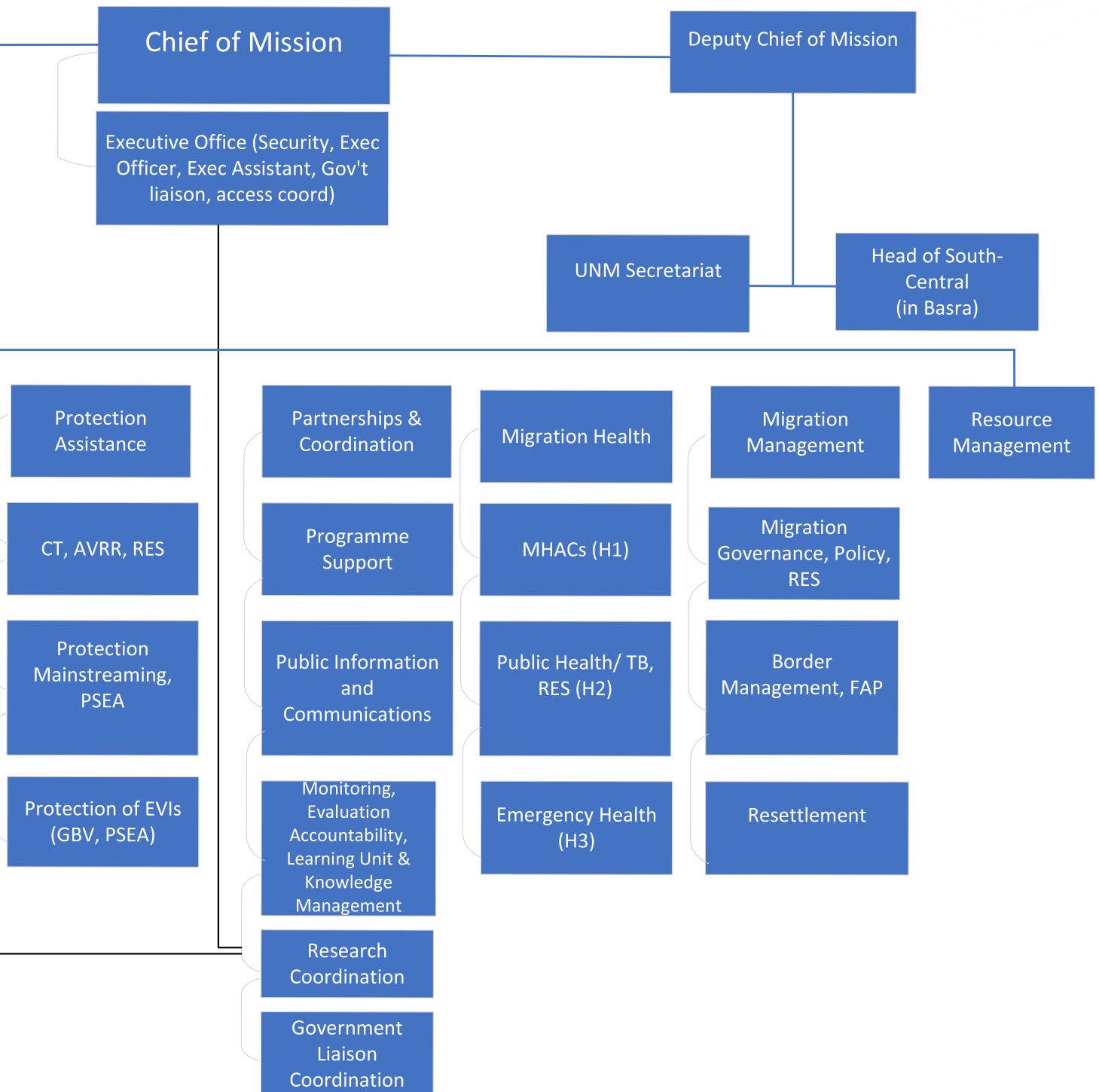
## About IOM IRAQ

The International Organization for Migration (IOM) Iraq was established in 2003 and has over 1,700 staff members (as of March 2022) and sub-offices across all governorates, with main offices in Baghdad, Erbil, Mosul and Basra. IOM's strength lies with its large operational footprint and institutional expertise across a range of sectors. By leveraging experience working with host communities, internally displaced persons (IDPs), migrants, returnees from abroad and from within Iraq as well as strong ties with government counterparts at national, governorate and local levels, IOM supports the Government of Iraq across the three strategic pillars of (A) Resilience, (B) Mobility and (C) Governance.





# ORGANIGRAM







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