

IOM LIBYA

STRATEGIC FRAMEWORK

2021-2024



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INTRODUCTION

IOM is committed to the principle that humane and orderly migration and human mobility benefit migrants and societies. IOM works worldwide to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration issues and to provide humanitarian assistance to local communities, migrants in need and internally displaced persons (IDP).

Since 2006, IOM Libya has worked with its partners in the international community and in close partnership with Libyan authorities to assist in meeting the growing challenges linked to migration management, to provide humanitarian assistance and support to migrants and IDPs and implement longer term sustainable solutions including community stabilization.

This document outlines IOM Libya Strategic Framework for 2021-2024. It sets objectives and priorities mindful of the country context, the migration trends and the regional environment.



1. CONTEXT

Description of the local context in Libya and regional environment, migration trends in the country, humanitarian situation

Libya has been a destination country for migrants since the 1970s, when a significant growth in the oil industry created demand for foreign labour. The boom in the oil industry provided the Libyan economy with new income, fueling development and demand for labour in other sectors. Libya began to rely on migrant workers, who initially arrived mostly from neighbouring Arab countries, especially Tunisia and Egypt¹. The Government of Libya offered generous compensation packages to attract skilled labour. This said, the relatively high standard of living and salaries compared to neighbouring countries, coupled with insufficient labour migration governance, fueled irregular migration². By the 1990s, the pan-African ambitions of Libya's leader, Muammar Gaddafi, led to the signing of labour agreements with other African countries and the large-scale arrival of sub-Saharan African labourers. Permission to work in key economic sectors, such as construction, agriculture and cleaning was extended, which presented an opportunity for low-skilled workers. Visa requirements were initially loosened to require only a medical certificate³. At the same time, Libya also became a significant transit country for migrants. International sanctions negatively impacted the domestic economy and the job market, and an increasing number of migrants started to enter Libya not to work but in hopes of reaching Europe⁴.

In the 2000s, Libya entered a new phase of cooperation with European countries as they began to work together on border management and security. During the first decade of the new century, the Government of Libya took strong political stances against irregular migration, changing related legislation and creating an increasingly hostile environment for migrants in the country. Hundreds of thousands of foreigners, mostly from sub-Saharan Africa, were deported by the Libyan authorities between 2000 and 2007⁵. Before 2011, there were 600,000 regular migrants and between 750,000 and 1.2 million irregular migrants in Libya, as per figures from the Government reported by the European Commission⁶. According to estimates by the International Organization for Migration (IOM), the number of migrants could have been as high as 2.5 million. Equally, the number of foreign workers exceeded the native Libyan workforce⁷.

1. Zampagni, Boubakri, Hoinathy, Kandilge, Manou Nabara, Sadek, ElSayed, Zongo & Hendow (2017). Migrants in Countries in Crisis (MICIC) Libya Case Study: An Unending Crisis – Responses of Migrants, States and Organisations to the 2011 Libya Crisis. Retrieved from: <https://reliefweb.int/report/libya/migrants-countries-crisis-micic-libya-case-study-unending-crisis-responses-migrants>

2. International Centre for Migration Policy Development (ICMPD) (2010). A Comprehensive Survey of Migration Flows and Institutional Capacity in Libya. Retrieved from: https://www.icmpd.org/fileadmin/ICMPD-Website/ICMPD_General/Publications/2010/Libya_Survey_Report_electronic_version_edited.pdf

3. Ibid.

4. Hamood, Sara (2006). African Transit Migration through Libya to Europe: the Human Cost. Forced Migration and Refugee Studies. Retrieved from: <http://www.migreurop.org/IMG/pdf/hamood-libya.pdf>

5. Migration Policy Centre (MPC) (2013). Migration Profile – Libya. Retrieved from : https://migrationpolicycentre.eu/docs/migration_profiles/Libya.pdf

6. Ibid.

7. International Organization for Migration (IOM) (2011), Libyan crisis: One month into IOM's response. Retrieved from: <https://www.iom.int/jahia/webdav/shared/shared/mainsite/media/docs/reports/MENA-One-Month-Report.pdf>

The lives of people in Libya have been negatively impacted by the instability and the generalized violence linked to the protracted conflict since its onset in 2011. Foreign support to the conflict, military buildup despite the embargo and armed clashes led to massive displacement, damage to civilian infrastructures and loss of civilian lives. Since then, the dissolution of the central authority and the armed clashes between different militias across the country have led to the displacement of hundreds of thousands of people over the years, as well as damage to infrastructure and reduced access to basic services. The situation remained volatile throughout 2020, both from a security and a political point of view, despite the numerous calls for ceasefire throughout the year, and the agreement for a ceasefire signed on 23 October 2020.

Migrants in Libya face additional challenges and protection concerns, linked to their status in the country and the vulnerable situations many find themselves in. A total of 574,146 migrants of over 43 nationalities were identified in the last round of Displacement Tracking Matrix (DTM) data collection (September and October 2020). Since the start of the COVID-19 pandemic, the number of migrants in Libya has been declining and continues to decline, but at a slower rate compared to the last three rounds of data collection. Overall, an estimated 80,000 migrants have left Libya since the start of the pandemic, mainly to neighbouring countries; this development was also confirmed by IOM's Flow Monitoring activities, which showed substantial decreases in migrant mobility and inflows from neighbouring countries following the onset of the COVID-19 pandemic.

Data gathered on migrants needs and vulnerabilities through DTM Libya's Flow Monitoring Survey (FMS) indicates that more recently arrived migrants showed higher vulnerability levels across several indicators and elevated humanitarian needs, such as food assistance, and also reported higher employment rates than those who have been in Libya for more than one year. Migrants who have been in Libya for at least one year reported more frequently sending remittances to their home countries, higher unemployment rates and overall lower levels of humanitarian needs.

The outbreak of the COVID-19 pandemic in 2020 and its fast spread across Libyan society from August onwards has heavily impacted people's lives in Libya, including migrants. It is likely to continue to play a profound role in socio-economic recovery in a post-conflict Libya. Since the first case was reported in March 2020, the numbers have been increasing until cases were reported in every mantika/district.

In response to the COVID-19 pandemic, Libyan authorities initiated public health measures in March 2020 aimed at curbing the spread of the disease. These measures include travel and mobility restrictions due to the partial closure of airports and points of entry (PoE) along land borders. Since September, Emsaed PoE has been open for entry and exit, while Ras Jdir PoE has remained closed with occasional exceptions granted for returning Libyans. Tripoli Mitiga International Airport also became operational in September for some daily flights both international and domestic, even though at a reduced frequency.

The mobility restrictions, implemented as a public health measure, have varied the socio-economic impact of COVID-19 significantly in different areas of the country. Migrants in 90 per cent of the municipalities assessed, relying on daily labour, reported opportunities for their livelihoods were negatively affected due to the socio-economic impact of COVID-19. Similarly, IDPs and resident host community members dependent on casual work opportunities, in a third of the assessed municipalities, were also reported to have been impacted due to loss of access to livelihoods resulting from restrictions on movement and curfews.

Many health care facilities, which have suffered from years of conflict remained closed or not-entirely functional during the period of health emergency. Moreover, the lack of testing kits, and the reduced capacities of health care facilities, aside from the negative impact on health outcomes requiring additional resourcing, necessitate programming reconceptualization of implementation modalities throughout the coming four-year planning period.

The Comprehensive Ceasefire Agreement (CCFA) concluded between the parties to the conflict on 23 October 2020, may usher in a new post-conflict scenario. This could provide the necessary conditions to allow for new programmatic approaches, inclusive of sustainable and integrated solutions to address the economic and social challenges of IDPs,



2. FRAMEWORKS AND STRATEGY PRINCIPLES

How IOM Libya's strategy links to global, IOM institutional and national frameworks, and the guiding principles of the strategy

The IOM Libya Strategic Framework for 2021-2024 is aligned with national responsibilities and priorities that call for assistance, stemming from international and national frameworks, and in line with IOM's principles, global policies and strategies.

Global frameworks:

Recognizing that migration is a key aspect in global, regional and local development, this strategy aims to support Libya's achievement of the Sustainable Development Goals in support of migration governance and IOM's work in the country. Moreover, the strategy is based on the 2016 New York Declaration for Refugees and Migrants where the international community expressed the will to protect the safety, dignity, human rights and fundamental freedoms of all migrants, regardless of their status, and the objectives of the Global Compact for Safe, Orderly and Regular Migration (GCM).

IOM Libya will continue to promote principled humanitarian action through its active engagement in the Inter-agency Standing Committee (IASC) at the various levels.

IOM is furthermore committed to the New Way of Working (NWOW)¹ that meets people's immediate humanitarian needs, while at the same time reducing risk and vulnerability, through more effective collaboration across the humanitarian–development–peace nexus (HDPN).

1. New Way of Working (NWOW): New Way of Working aims to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress. The New Way of Working can be described, in short, as working over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the UN system, towards collective outcomes. Wherever possible, those efforts should reinforce and strengthen the capacities that already exist at national and local levels.
https://www.unocha.org/sites/unocha/files/NWOW%20Booklet%20low%20res.002_0.pdf

IOM institutional frameworks:

At the global level, IOM launched in November 2019 the Global Strategic Vision for 2019-2023, in order to guide country offices to align to the Organization's reflection on its needs and priorities for the upcoming years.

The strategy of IOM Libya feeds as well into the integrated and inclusive Continental Strategy for Africa 2020-2024, developed with the objective to reinforce the joint commitment towards safe, orderly and regular migration within and outside of the African continent, and to contribute to the realization of the 2030 Agenda for Sustainable Development and its goals across Africa. It lays the foundations for maximizing the benefits of migration and reducing biased perceptions.

IOM Libya falls under the Organization's regional office for Middle East and North Africa (MENA) based in Cairo and supports the regional vision aiming at enhancing good migration governance and contributing to structural transformations in the way in which migration is approached, addressed and discussed in the MENA region. The strategic framework of IOM Libya will thus be aligned with the Middle East and North Africa Strategy 2020-2024, reflecting the essential role that IOM plays in the field of human mobility: protecting, assisting and supporting migrants across the world, developing effective responses to the shifting dynamics of migration, and serving as a key source of advice on migration policy, research, data and practice. Structural transformations entail moving from short-term humanitarian responses to crises to more sustainable, resilience-focused and development-based approaches. Such approaches should address vulnerable mobile populations and host/affected communities alike.

The strategic framework aligns with IOM's Migration Governance Framework (MIGOF), the IOM Migration Crisis Operational Framework (MCOF), IOM Institutional Strategy on Migration and Sustainable Development², IOM Gender Equality Policy³, Guidance Note on how to mainstream protection across crisis response⁴, Progressive Resolution of Displacement Situations⁵, IOM's Migration Data Strategy and IOM Data Protection Principles⁶.

At the global level, IOM is the coordinator of the UN Network on Migration, a network established to foster a UN coordinated support to member states in the implementation of the Global Compact for Migration. IOM Libya is aiming to work with the UN Country Team (UNCT) and relevant stakeholders to set up the Network at country level, to ensure coordinated UN-wide support to the Government of Libya in its implementation, follow up and review of the GCM and other relevant national non-governmental stakeholders in implementing the GCM and other relevant policies. The UN Migration Network in Libya will seek to tailor its support to the Libyan authorities towards contributing to the achievement of the Sustainable Development Goals (SDGs), and the United Nations Sustainable Development Cooperation Framework (UNSDCF) vision.

National frameworks:

At the national level, the strategy will take into account the needs identified by the Humanitarian Needs Overview (HNO) for Libya while it aims at achieving the strategic objectives outlined by the humanitarian community in the Humanitarian Response Plan (HRP) for Libya. It is aligned to the United Nations Sustainable Development Cooperation Framework (UNSDCF), developed by the United Nations Country Team (UNCT) in Libya.

2. <https://publications.iom.int/books/iom-institutional-strategy-migration-and-sustainable-development>

3. <https://www.iom.int/sites/default/files/about-iom/gender/C-106-INF-8-Rev.1-IOM-Gender-Equality-Policy-2015-2019.pdf>

4. https://www.iom.int/sites/default/files/our_work/DOE/humanitarian_emergencies/mainstream/IN-232-How-to-mainstream-protection-in-IOM-crisis-response.pdf

5. https://www.iom.int/sites/default/files/our_work/DOE/humanitarian_emergencies/Progressive-Resolution-of-Displacement-Situations.pdf

6. https://publications.iom.int/system/files/pdf/iomdataprotection_web.pdf

Strategy principles and operational approaches:

IOM Libya's strategy will be implemented in full compliance with a series of principles and operational approaches as listed below:

Government ownership

According to the guiding principle of government ownership, IOM will support national and local authorities to take the lead in addressing the challenges linked to migration management, support the immediate needs of migrants and the transition process towards recovery. The guiding principle is to engage with authorities to strengthen existing mechanisms and institutions and enhance their response, through capacity building, technical cooperation and legislative/policy level advice and development.

Evidence-based programming

IOM's interventions and programming are based on evidence. Research and data collection on the ground are key to identify the nexus point of transition from humanitarian interventions to development, to address the urgent needs of conflict-affected communities, and to better understand the drivers of migration and displacement in Libya and identify opportunities for intervention. Data related activities are guided by the newly released migration data strategy (MDS) and align to its three objectives, with the overarching aim to improve the global evidence base on migration, whether through data collection and research or through support to member states capacity development on migration data.

Integrated approach

All IOM's interventions and activities follow an integrated and multi-sectoral approach, ensuring that protection principles are respected, socio-economic, humanitarian and security concerns are addressed, and longer-term objectives are considered while addressing vulnerabilities.

Adherence to International standards and fulfillment of migrants' rights

IOM Libya supports the government to adhere to international standards and the fulfilment of migrants' fundamental rights by promoting a rights-based approach to migration and displacement that prioritizes the rights, dignity and well-being of all people.

Mainstreaming gender and inclusion, protection, accountability to affected populations, environmental sustainability

IOM applies the following cross-cutting issues to all stages of programming and all type of interventions:

Gender and inclusion: In order to achieve safe, humane and orderly migration for all, gender equality is an essential condition. IOM recognizes the important interlinkages between gender and migration, and therefore the need to mainstream gender in all of IOM programming. Through the adoption of its Gender Equality Policy, IOM mainstreams gender consideration in all its interventions and in its support to governments to respond appropriately to the needs of all migrants and IDPs.

Centrality of Protection: through the mainstreaming of protection principles into its interventions, IOM aims at enhancing the safety, dignity and rights of people, and avoid exposing them to harm. The objective is to prevent, as much as possible, any unintended negative effects of IOM intervention that might increase people's vulnerability to physical and psychological risks and to ensure people are able to access services and support without any type of discrimination.

Accountability to Affected Populations (AAP): IOM is committed to the principle of accountability towards the people it serves, reaffirming IOM's obligation to respect, fulfil and protect human rights and dignity. IOM aims at ensuring its accountability through fostering information sharing and transparency, ensuring participation and guaranteeing that complaint and feedback mechanisms are in place.

Environmental sustainability: aiming towards environmental sustainability means implementing projects in a way that they can address human needs without damaging the natural world and its resources. Projects that mainstream environmental sustainability aim at enhancing the resilience of beneficiaries, by improving access to education, health care, including the COVID-19 vaccination, social protection and livelihoods, and respecting the cultural values of those communities that safeguard the environment. IOM Libya aims at maximizing its efforts in applying environmental sustainability to all its projects as part of its strategic vision.



3. DIRECTION STATEMENT

A summary of the organization's vision, mission, and principles and operational approaches that guide the strategy

IOM LIBYA VISION:

Migrants, internally displaced persons and all other mobile populations, including conflict affected ones in Libya peacefully coexist with local communities in an environment where human rights, dignity and well-being are respected and promoted by a migration governance system that fosters resilience and development.



4. STRATEGIC OBJECTIVES

Goals and outcomes that represent achievement of the strategic vision

OVERALL OBJECTIVE:

Contribute to establish a comprehensive, evidence-based and people-centred migration governance system to support the transition towards longer term solutions for migration management and development in Libya, while continuing to deliver life-saving assistance and improving the resilience of migrant population and local communities.

PILLARS:

Policy and programming will fall under the three pillars, in line with the IOM Strategic Vision 2019-2023:

- **Resilience:** Communities in Libya (including migrants, IDPs and local communities that have been affected by crises (natural, conflict) are supported to build their resilience to shocks so that they are better able to withstand the effects of hostile environments and respond to the effects of crisis, and have improved protection outcomes and greater access to life-saving assistance.
- **Mobility:** Efficient, rights-based and safe pathways are developed and available to migrants and IDPs, and safe orderly and regular migration is enhanced.
- **Governance:** The Government of Libya has an increased capacity to manage migration in a structured, coherent, predictable and humane manner, that leads to the reduction of vulnerabilities of migrants and local communities.



5. CROSS-CUTTING MODALITIES OF INTERVENTION

This section will outline the several modalities on which the pillars are built

IOM Libya's interventions towards the achievement under the three pillars listed above will be implemented under each of the following strategic areas of intervention:

Foster cooperation and engagement with national and local authorities in Libya, civil society organizations and International community

Humanitarian priorities and activities will be identified through consultation with the Libyan Government, humanitarian community for Libya, including the UN Country Team (UNCT), and the UN Office for Coordination of Humanitarian Affairs (OCHA), as well as with the donor community.

IOM Libya has long standing partnerships with all the line ministries dealing with migration and displacement, such as the Ministry of Foreign Affairs, the Ministry of Interior and its associated bodies (Passport Citizenship and Foreigners' Affairs Authority, Directorate for Combatting Illegal Migration (DCIM), the Ministry of Justice (counter-trafficking), the Department of Statistics (migration data) and the Ministry of Labour. Wherever relevant, the Mission may also partner with other State level ministries and institutions, such as the Central Bank of Libya and/or the National Oil Corporation. Given that several competencies relevant to IOM work lay at jurisdictions below the level of the state, where appropriate, IOM will work with municipalities and local authorities and in specific projects with local communities.

Cooperation with the judiciary and law enforcement at all levels on countering smuggling of migrants and trafficking in persons employing culturally and age sensitive, as well as gender responsive and victim-centred approach. Partnership and coordination with international and regional organizations will also remain an important priority of IOM Libya work.

In addition, the Mission will strengthen the fundamental contribution and involvement of the civil society representatives, the academia, as well as relevant regional organizations such as the African Union and the League of Arab States.

IOM will strive towards establishing and strengthening existing partnerships with UN Agencies and other international and national organizations working towards a common goal in order to maximize the value of service delivery to populations in need and advocacy. Consolidated operational partnerships will also strengthen the speed and effectiveness of a collective response to emergency situations.

Legislative and policy level advice and development

IOM will support the Libyan authorities in reviewing existing migration legislation through evidence-based understanding of the challenges and gaps and fostering coordination and cooperation between relevant stakeholders. IOM's work will offer clear recommendations to identify next steps also making reference to lessons learnt from best practices of other countries. The support can include a review in terms of what Libya needs to meet the objectives of the Global Compacts (using MiGOF and the Migration Governance Indicators).

Advocacy/awareness-raising

In 2021-2024 IOM Libya will focus on harnessing the full potential of migration in Libya through promoting a more positive perception of migration in Libya.

Capacity building

Training is a core element of IOM's capacity building work, aiming at enhancing states' ability to manage migration in a comprehensive, evidence based and human rights-based manner. IOM develops and implements tailored capacity building and training programmes, upon request of different entities and based on the results of previous training needs assessments/post training evaluations for the short, medium and long term. Training can focus on migration governance and migration data governance, human rights principles, migration and development for government officials etc. Study visits and exchanges allow relevant stakeholders to observe different models of migration management systems, while offering the opportunity to exchange on different experiences, perspectives and good practices. Thanks to its presence through country offices and coordination with relevant authorities, IOM can support and facilitate this exchange for Libyan counterparts.

Technical cooperation

IOM will continue to facilitate and provide technical cooperation to help Libyan authorities to address pressing needs and to support cross-sectoral partnerships. To support enhanced national and local capacities, IOM provides technical assistance to relevant Libyan authorities in the form of technical needs assessments, training, targeted infrastructure rehabilitation and provision of life-saving equipment.

Direct life-saving assistance

In 2021-2024, IOM will continue to support migrants and IDPs with humanitarian life-saving assistance while reinforcing its urban assistance programme. Moreover, expansions to ongoing mental health and psychosocial support (MHPSS), water, sanitation and hygiene (WASH) and shelter support programmes are under consideration based on situational developments and ongoing needs assessments.

Research and migration data

In line with IOM's Global Migration Data Strategy (MDS), IOM Libya's research and data collection activities aim to improve the evidence base on migration in support of sustainable development, facilitate effective humanitarian action, contribute to capacity building of national authorities and support the implementation of relevant international frameworks. Through collaborative research initiatives, IOM Libya's DTM and Research unit informs IOM's policy work towards enhanced governmental and public understanding and knowledge of the challenges and benefits of

migration by providing ongoing quality data and analysis. IOM also facilitated the establishment of a research network focused on migration in Libya that will support the development and strengthening of a reliable and comprehensive knowledge base on migration in Libya, and participates actively in the UN Country Team (UNCT) and Humanitarian Country Team (HCT), along with other thematic working groups and sector coordination. IOM aims at reactivating and continuing to co-chair the Migration Working Group (MWG) which advises Libyan authorities on the strategic direction of Libya's migration management, legal and policy framework. During the past years, IOM Libya continued to work closely with the Libyan authorities on how Libya could address objectives in the Global Compact for Migration (GCM) to better manage migration. This work has laid the foundations for the establishment of the UN Migration Network in Libya which will be a focus for IOM in 2021.

IOM is one of the main sources of primary data and analysis on migration and internal displacement in Libya. It provides essential information to guide emergency and transition programming of IOM and other international organizations, including informing policy discussion and longer-term solutions related to migration management. This includes several programmatic components related to displacement tracking assessments, migrant presence mapping across Libya, migration flow monitoring and providing a better understanding of the profiles, challenges and aspirations of international migrants through thematic migration studies. In addition, since the onset of the COVID-19 pandemic, IOM's DTM programme has been providing specific information products to support humanitarian response programming in relation to mobility restrictions and vulnerabilities, to respond to displacement tracking needs throughout the pandemic and to provide a better understanding of the socio-economic impact of the crisis on vulnerable populations on the move to inform related programming and policies. DTM also currently provides technical assistance and support related to information management and analysis for Libya's National Centre of Disease Control (NCDC) and Ministry of Displacement.

6. PROGRAMMATIC AREAS

IOM Libya programme related information

1. Mental Health and Psychosocial Support (MHPSS)

In Libya, IOM MHPSS programme follows a community-based approach. The approach aims to understand the community needs during and following emergencies and promote resilience and psychosocial well-being of individuals, groups and communities following adversities.

2. Water, Sanitation and Hygiene (WASH)

IOM ensures that WASH services are in place, ranging from infrastructure and management to education and behaviour change, as they are essential for both short-term survival in emergency situations and long-term development.

3. Direct Assistance

The Direct Assistance programme focuses on the provision of life-saving humanitarian assistance to migrants rescued at sea, in detention centres and in urban settings, as well as internally displaced persons affected largely by conflict, but also floods. The major components of assistance include seasonal clothes, bedding, kitchen sets, hygiene kits, solar lamps and other items, tailored at individual and family level.

4. Migrant Resource and Response Mechanism (MRRM)

The MRRM programme seeks to provide protection and assistance to migrants in a situation of vulnerability and to the communities where they live, through a comprehensive approach which brings together, in one mechanism, a wide range of services and needs based assistance.

5. Migration Health

IOM aims to reduce mortality and morbidity among migrants, IDPs and host community members. IOM supports vulnerable populations both through the direct provision of primary health care services, case referral and health promotion at disembarkation points, detention centres, primary health care facilities and urban settings as well as through building the capacity of health care providers to provide emergency and essential health care for vulnerable populations and conduct regular public health risk monitoring. IOM also conducts pre-departure medical screening for the resettlement of refugees and for migrants returning to their country of origin through the VHR programme.

6. Enhance protection support for migrants

IOM Libya provides services to ensure that migrants requiring specialized support are able to access the needed assistance, through outreach and monitoring visits, community-based protection and solutions, but also by focusing on capacity building and partnerships, working in close cooperation with relevant government and non-government counterparts and with migrant communities and embassies.

7. Search and Rescue and Technical Cooperation

The programme plays a central role in addressing the increasing challenges related to migration management in Libya through strategically collaborating with relevant national entities and partners and delivering assistance on Immigration and Border Management (IBM) and on Search and Rescue (SAR) related initiatives targeting migrants disembarked in Libya and those inside detention centres.

8. Community policing

Through working with law enforcement and community members and engaging them to make their community safer, IOM aims to enhance their ability to address security issues and facilitate a more secure environment for Libyan communities. This will be done through promoting Community Engagement and Policing principles, including an emphasis on the protection of migrants, refugees and displaced persons present in those communities. In the longer term, such activities will lay the groundwork for providing institutional support to law enforcement authorities.

9. Community Stabilization

The IOM Community Stabilization programme 'Together We Rebuild', supports local communities in Libya with the objective to address drivers of instability and vulnerability, and contributing to the restoration of normal social and economic life.

10. Voluntary Humanitarian Return (VHR)

IOM Libya offers voluntary humanitarian return for migrants who want to return to their home countries, while contributing to improving stability in particularly fragile communities in Libya and works to alleviate the suffering of stranded and detained migrants through the provision of basic life-saving and life sustaining assistance, awareness-raising on the risks of irregular migration and alternative options via referrals.

11. Labour Mobility and Human Development (LHD)

The overall programmatic objective of IOM's LHD unit is to facilitate the harnessing of the full potential of Libya's human capital, which includes both host communities and migrants for the country's development.

12. Immigration and Border Management (IBM)

The IBM programme plays a central role in addressing the increasing challenges related to migration management in Libya through strategically collaborating with relevant national entities and partners and delivering assistance on IBM and on SAR related initiatives targeting migrants disembarked in Libya and those inside detention centres.

13. Support to the Migration Working Group (MWG) and UN Migration Network in Libya

IOM chairs the MWG which advises Libyan authorities on the strategic direction of Libya's migration management, legal and policy framework. IOM aims at establishing the UN Migration Network in Libya, a coordination mechanism to promote the application of relevant international and regional norms and standards relating to migration in Libya.

14. Displacement Tracking Matrix (DTM)

IOM Libya's DTM tracks and monitors the presence and movement of internally displaced people, returnees and migrants in Libya. Through its mobility tracking and migrant flow monitoring activities, DTM regularly and systematically captures, processes, analyses and disseminates information to provide humanitarian actors with a better understanding of the movements and evolving needs of migrants and displaced populations.



7. DRIVERS OF SUCCESS

Key areas IOM Libya needs to invest in, to ensure the successful achievement of the objectives of the strategy for 2021-2024

Change visibility and narrative surrounding migrants in Libya

Currently, the prevailing narrative focuses primarily on migrants in detention, the dangers of irregular migration (exploitation and abuse) and the dangers along the Central Mediterranean Route. However, latest IOM DTM data indicates that less than one per cent of the total number of migrants in Libya is in detention and that the main characteristic of Libya, with respect to migration, is that it continues to be a country of destination.

IOM Libya must pursue opportunities to implement programmes promoting cultural diversity, successful integration of migrants within the host community, as well as raising awareness about the role played by migrants in Libya socially and economically. Future programmes will aim to challenge stereotypes, fight xenophobia and highlight the benefits cultural diversity offers, including through co-opting the Government of Libya in developing inclusive integration policies that account for the needs of migrants in line with best international practices. Furthermore, a key step forward is changing a certain negative narrative regarding migration in Libya, based on a sustainable social debate building on the positive impact and the added value of migration.

Building an accurate picture of the situation of migrants in Libya requires effective external communication. IOM Libya faces a significant demand for accurate information that must be met by existing internal resources through effective horizontal and vertical information exchange mechanisms. In addition, taking into account the increasing importance of digital communication as a tool for brand-building, public advocacy, communication, social mobilization and fundraising, the Mission will continue to prioritize the use of social media to communicate with the public. This approach will also enhance transparency about IOM's work in Libya.

Resource mobilization

IOM Libya currently enjoys clear, dynamic and successful partnerships with several donors and development partners and will continue to foster and mature the relationships with its traditional donors. However, it is also imperative for the advancement of the Mission's goals and interventions that new donors are sought out and courted, including the private sector.

Resource mobilization is an essential component of this revised approach that will enable the Mission to achieve its objectives in an efficient, sustainable and coherent manner, thereby enhancing the scope and reputation of IOM Libya without being dependent on donors' priorities. The Mission aims to utilize current funding opportunities actively and strategically and concurrently identify and explore opportunities from non-traditional and emerging donors. An applicable and comprehensive Resource Mobilization Action Plan will be developed in order for IOM Libya to attain its strategic objectives for the period 2021-2024. This approach will reinforce and diversify the funding base, contribute to the Mission' transparency and sustainability in the longer term while also sensitizing donors on IOM's policy and strategy for the way forward.

Innovation

Being a projectized organization, IOM's ability to adapt, leaves the space for innovative approaches to migration, and openness to new ideas. In line with IOM global strategy, considering innovation as a tool to be further incorporated institutionally, IOM Libya aims at evolving to a new context and finding innovative ways to address the changing needs of beneficiaries.

Structured and uniformed approach to result-based monitoring and evaluation

IOM aims to continuously reinforce its accountability and coherent strategic management with a focus on results based management (RBM), to strengthen organizational effectiveness and move towards evidence-based programming. Incorporating a results-based approach requires robust monitoring systems within the programmes and strategies IOM implements.

A result-based approach requires strong monitoring and evaluation tools, that will allow IOM and its partners to better inform decision making, draw on lessons learnt and ensure transparency and accountability. Therefore, IOM Libya aims at developing common indicators for all projects and programmes, in order to be able to report timely to donors, produce mission overviews of achievement and promote greater ownership of UN Strategic Framework (UNSF) outputs, activities and indicators.

Knowledge management

In order to enhance knowledge management within the organization, IOM Libya aims to continue developing the knowledge and skills of project management and other staff by promoting their participation in external and internal training, and including budget lines for travel for exchanges and training purposes in new projects, ensure new staff receive induction training and/or information; and ensure regular training of staff and transfer of knowledge and tasks in programmes with high turnover or staff mobility. Moreover, IOM Libya applies policy guidance from central level to field level programming and best practice and experience from field level project in other contexts.



8. IOM LIBYA OPERATIONAL CAPACITY AND COMPARATIVE ADVANTAGE

Description of IOM structure, presence in Libya etc.

IOM has been operating in Libya since 2006 and continues to maintain a strong presence in the country, with staff working from three offices in Tripoli and in southern and eastern Libya. The mission currently runs 25 projects across Libya, including in the cities of Tripoli, Sabratha, Benghazi, Sabha, Tobruk, Azzawya, Zwara, Misrata, Sirt, Albayda and Derna, among others.

IOM Libya has 45 international staff and 465 national staff based in Tunisia and Libya including third-party contracted staff.

Working in close cooperation with the Libyan Government, IOM reached thousands of displaced and conflict-affected Libyans and migrants in need with vital humanitarian and development assistance. IOM is committed to continue its efforts to ensure a strong presence in Libya and deliver assistance, working with local partners, building their capacity and together overcoming operational and access challenges.



International Organization for Migration (IOM)

The UN Migration Agency