



# IRAQ DURABLE SOLUTIONS TOOLKIT

VOL. I  
FACILITATED VOLUNTARY  
RETURNS



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## TABLE OF CONTENTS

FOREWORD	5
Community Engagement & Accountability to Affected Populations	9
Planning with communities toward durable solutions	12
PHASE ONE- Ensure informed and voluntary decisions regarding solutions	16
Overview	17
Information Sharing and Registration	19
Additional resources: Risk Assessments	25
Come and Tell, Go and See Visits	30
PHASE TWO - Community Assessment and Planning	36
Community Needs Identification and Planning	38
Community Needs Assessment and Area Based Planning	40
Government Roundtable and Community Implementation Plan	43
PHASE THREE - Facilitate Safe Departures	47
Facilitate Safe Departures	50
PHASE FOUR - Supporting progress towards durable solutions	55
Household Referrals, Profiling and Assessments	57
Reintegration Support Modalities- Centres & Feedback Mechanisms	65
Post Return Monitoring	68

## FOREWORD

In support of the of Government of Iraq (GoI) efforts to address Iraq's situation of protracted displacement humanitarian, development, stabilisation, and peacebuilding actors developed a comprehensive multi-layered strategy to enable durable solutions to displacement principally through facilitating access to safe, voluntary and dignified returns, while advocating for relocation and local integration where possible.

Recognizing the assertion to close camps, the facilitated voluntary return interventions sought to provide a dignified alternative to forced departures from camps and focused on holistic programming bringing together the Government of Iraq and the humanitarian, development, stabilization, and peacebuilding actors to collaborate with an overall objective to make considerable progress towards achieving sustainable solutions for vulnerable IDPs and returnees whilst providing balanced support to host communities.

*The operational framework facilitated voluntary returns* is developed in accordance with eight objectives of Iraq Durable Solutions Operational Strategic Framework “Displaced people in priority displacement sites are supported to pursue their intentions in a safe and dignified manner”, and based on the Inter-Agency Standing Committee (IASC) Framework on Durable Solutions for Internally Displaced Persons (IASC Framework), the Iraq Principle Returns Framework, the Iraqi and international human rights and humanitarian law, further to activities implemented to ensure the physical safety, legal protection, and dignity of affected individuals. Methodologies were guided by the Iraq Protracted Displacement Framework with workflow, approaches, and tools developed in accordance with specific category of barriers experienced by affected populations.

In line with national objectives to enforce durable solutions in Iraq, the facilitated voluntary return and reintegration activities have been developed with the overall objective to foster integrated coordinated interventions to provide support to IDPs, returnees and other affected populations. The primary objective of these interventions is that of promoting a voluntary, safe and dignified return process, while also advocating for relocation and local integration where possible. The facilitated returns interventions focus on holistic solutions-oriented programmes aimed at supporting the population to solve their displacement. Moreover, the approach is associated with facilitating cooperative action and bringing together the Government of Iraq and the humanitarian, development, stabilization, and peacebuilding actors to collaborate and explore effective solutions to displacement. Ultimately, this collaborative process has the overall objective of supporting progress towards achieving sustainable solutions for vulnerable IDPs and returnees whilst providing balanced support to host communities to enable sustainable reintegration.

The Facilitated voluntary return interventions are in accordance with the eight objectives of Iraq Durable Solutions Operational Strategic Framework “Displaced people in priority displacement sites are supported to pursue their intentions in a safe and dignified manner”, and based on the Inter-Agency Standing Committee (IASC) Framework on Durable Solutions for Internally Displaced Persons (IASC Framework), the Iraq Principled Returns Framework, Iraqi law and international human rights and humanitarian law. Methodologies are guided by the Iraq Protracted Displacement Framework with workflow, approaches, and tools developed in accordance with specific category of barriers experienced by affected populations.

Under the Iraq Protracted Displacement Framework, individual and location-level barriers experienced by IDPs and returnees to access durable solution are divided in three broad categories:

Category	 Service or cash intervention	 Community reconciliation, dialogue and social interventions	 Security and political challenges
RETURN OBSTACLES 	<ul style="list-style-type: none"> <li>• Damaged / destroyed housing</li> <li>• Lack of employment opportunities</li> <li>• Lack of basic services (water, electricity, education, health, etc.)</li> <li>• ERW / UXO / IED contamination</li> <li>• Lost, damaged or invalid civil documentation, and housing, land and property HLP documents</li> </ul>	<ul style="list-style-type: none"> <li>• Ethno-religious tension, or tribal disputes</li> <li>• Perceived affiliation to ISIL (allowed to return by authorities but fear of revenge, retaliation actions, lack of community acceptance, including women and children)</li> <li>• Other issues preventing acceptance of returnees by communities</li> <li>• Fear of a resurgence of conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Areas blocked (militias)</li> <li>• Perceived affiliation to ISIL (banned from return by authorities)</li> <li>• Lack of security clearance</li> <li>• House occupation (by armed groups)</li> <li>• IDPs originating from disputed territories</li> </ul>

The facilitated voluntary return interventions, particularly for the post-departure phase, adopt an area-based approach, therefore activities target IDPs, returnees and host communities living in targeted areas, ensuring that

assistance is provided on vulnerability and need basis rather than status. While taking this approach, targeting prioritizes individuals with high level of vulnerability to include:

- **IDPs in camps**
- **IDPs out of camps.** This category also includes secondarily displaced individuals following unsustainable returns and / or camp closure, and those residing in informal settlements.
- **Vulnerable returnees** in areas with high severity of conditions and/or living in critical shelter.
- **Vulnerable members of host community.**

Operations are built on a multifaceted framework to ensure that programming acknowledges the experiences of displaced populations as they move towards resolving their displacement. The joint efforts aim at ensuring the provision of sustainable support to households that particularly allows the development of medium to long-term solutions. To this end, operations are staged to cover pre- departure, post return and (re)integration needs further to interventions implemented in both locations of displacement and areas of returns. The framework is structured to reflect the four key phases of interventions:



## THE TOOLKIT

Iraq Durable Solutions Tool Kit Volume I was developed to document processes associated with the facilitated return's interventions. Tools and methodologies developed during the formation of the facilitated voluntary return interventions in late 2020 in Salamiya 2 camp in Ninewa and Al Amriyah Al Fallujah (AAF) camp in Anbar. The recruited tools underwent rigorous consultation and modification together with the former Durable Solutions Network, a forum that brought together key partners to foster joint programming around durable solutions. The toolkit was developed in close correspondence with clusters including the Cash Working Group, the National Protection Cluster, the Returns Working Group, the Peace and Reconciliation Working Group, the Iraq Information Centre, and the Communication with Communities and Accountability to Affected Populations Working Group.

The Toolkit was drafted following a series of workshops held in March 2020 with relevant partners<sup>1</sup> to agree on the scope and content of the tool kit, and to review existing materials that had been developed during previous stages of interventions. Following consultation with all partners, it was agreed that the publication of the toolkit would be phased through a series of volumes: starting first with the roll out

of tools and processes limited to category 1 of interventions related to voluntary returns. Then it would be built upon the existing incorporating tools and guidelines relevant to categories 2 and 3 of interventions and other pillars of durable solutions programming pertain the relocation or local integration of populations. The overall objective of the tool kit is to document guidance and best practices for other actors to engage in processes aim at achieving durable solutions through facilitated returns.

### Structure of Toolkit

The tool kit starts with an overview of how community engagement and inclusive approaches have been mainstreamed throughout the various processes and activities associated with facilitated return operations. The toolkit then includes four chapters aligned with the various phases of the facilitated return workflow. Phases may also include additional resources; activities and approaches that may complement the various phases of implementation on the basis of necessity, capacity, and timeframe. Key notes and case studies are presented, with examples mainly from IOM Iraq operations and tools. Annexes are included as well and can be used by actors further to adaptations based on their specific operational and contextual considerations.

<sup>1</sup> Durable Solution Network partners included IOM, the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the Norwegian Refugee Council (NRC), the International Rescue Committee (IRC), the Danish Refugee Council (DRC), Nonviolent Peace-force (NP), Norwegian People's Aid, and Agency for Technical Cooperation and Development (ACTED), and Première Urgence Internationale (PUI) with observation from ICRC

Toolkit Considerations

CROSS-CUTTING THEMES	PHASES ARE NOT NECESSARILY SEQUENTIAL	FLEXIBILITY	COVID-19
<p>The tool kit refers to cross-cutting issues including protection, inclusion, community-based programming, gender, communication with communities, and accountability to affected populations, in addition to the leading role of local authorities. These components are generally mainstreamed throughout IOM operations.</p>	<p>While the tool kit refers to four key phases these stages may occur concurrently rather than sequentially.</p>	<p>The tool kit also highlights the importance of adaptability and contextualisation of the approach. The tool kit is non-prescriptive and acknowledges that certain components of the process are foundational, and partners may agree upon such as sensitization, registration, safe departures, government and community inclusive assessment planning, area-based interventions, and monitoring. There are various ways in which this latter activity can take place and be adjusted.</p>	<p>The tool kit attempts to ‘mainstream’ COVID-19 considerations by reflecting aspects of the possibility of adapting the workflow, in view of movement restrictions or social-distancing requirements.</p>



## COMMUNITY ENGAGEMENT & ACCOUNTABILITY TO AFFECTED POPULATIONS

Community inclusion is mainly mainstreamed throughout various phases of durable solutions-facilitated voluntary returns operations. Community engagement and accountability to affected populations (AAP) mechanisms are utilized through consultative interactions with communities ensuring participatory planning that in turn informs the development of approaches and tools that guide operations. The prominence of community engagement and AAP modalities is exemplified throughout the operational workflow to support efforts that ensure interventions are evidence based and community informed. During phases 1 and 2 of the category 1 workflow community engagement activities are employed extensively during initial sensitization, registration, and subsequent participatory needs assessments at both household and community levels. For phases 3 and 4, CwC and AAP mechanisms are incorporated in the development of community implementation plans and maintained throughout the implementation of area-based interventions. Community engagement interventions support enhancing community resilience. The key objective is to ensure displaced populations are leading all decisions impacting efforts to resolve their displacement.

### Key outcomes of community engagement and accountability to affected populations activities:

- Support population in making informed decisions and consulted on their preferred displacement solutions.
- Populations are aware of conditions and dynamics of their destined areas of return and services available to them.
- Participatory community assessment and planning processes are utilized to develop inclusive plans of action to respond to area- level needs.
- Mechanisms are in place to ensure two-way communication and regular feedback from the population.
- Community oriented methodologies are adopted to support post return monitoring.

### TOOLS AND APPROACHES

- Key messages of a specific activity.
- Community groups (outreach volunteers, community representatives, community structures, community committees).
- Information help desks and Information sessions.

- Community Consultations (town halls, focus group discussions, roundtables, key informant interviews, area-level surveys)
- Feedback and referral pathways.

### Key Messages

Key messages are specifically developed through activity, location, and caseload with comprehensive information on 'departure support services.' The key messages are developed by partners include 'go and see visits' messages, mine risks awareness, preventing sexual abuse and exploitation (PSEA), and messages related to HLP compensation.

Key Messages are disseminated through both printed materials and verbal channels in the form of frequently asked questions (FAQs), brochures and posters, bulk text messages, household phone calls, to be disseminated during community consultations and information sessions. Key messages also include age and gender considerations and may vary by governorate. Furthermore, key messages are developed following feedback or comments from households in camps during sensitization stages and assessed amongst camp sector leaders and focal points.



Although key messages related to host community are limited, they disseminate prior to any interaction with local authorities. Messages related to returnee households are not disseminated to the wider population to ensure the safety of prospective returnees. Messages target the broad community are insufficient and provide information on area of origin and services at community level. Messages about household needs will be provided through help desks and generically disseminated

COVID-19 key messages are also disseminated to all households during registration and at the point of departure.

### Sensitization Campaigns

Community engagement activities initially facilitate outreach and sensitization to the camp populations. Here, operations are incepted with a camp wide sensitization campaign carried out jointly with camp management using the various key messages developed to inform population on the ‘durable solutions-facilitated voluntary return’ interventions. In some locations, sensitization may be led by a designated partner or the respective camp management actor, namely BCF. Camp community structures including volunteers and focal points will involve in camp sensitization which is initiated with information sessions with camp sector leaders and mobilizers, who then support to follow up with outreach activities. Outreach activities involve printed materials, including printed key messages and brochures which are passed to camp residents to in order to a. inform them about the facilitated departure interventions b. communicate ways to register and participate in the program c. and support services and feedback channels associated with the program. Following a few days of sensitization and based on the camp size, registration can be initiated at once with ongoing sensitization activities.

### Help Desks

Help desk information is the main tool to initiate outreach activities to IDPs, while also ensuring a fixed focal point to facilitate two-way communication with IDPs as they decide their displacement status. The help desk have multiple functions that include; (1) provide additional information on available support services to assist households in departing their location of displacement voluntarily including processes associated with registration, pre-departure and post return activities, and requirements for clearances and approvals among others; (2) conduct registration for IDPs interested in returning; (3) information on conditions in prospective areas of origin; (4) to organize discussions between community

leaders, other local authorities in areas of return, and IDPs households; (5) provide additional information and services before departure as required, especially for IDPs with special needs; (5) foster linkages with a similar mechanism established in areas of return during departures; and (6) facilitate the reception of feedback from the camp population. Crucially, these help desks will ensure that an information platform is made available to IDPs to inform decision-making. Moreover, the help desks include various methods of outreach to IDPs including tailored messages and printed materials on procedures to return, where people can access support and better understand what assistance is available. More substantial details on the help desk are provided within a section focuses on registration and sensitization.



### Information Sessions

Information sessions conducted to sensitize households on services associated with ‘supported voluntary departure interventions. Sessions are conducted jointly between service actors and government counterparts (primarily the Ministry of Migration and Displacement). These Information involve departure support services, registration processes, freedom

of movement processes, assessment and profiling of needs, and beneficiary selection. Subsequent sessions focused on shelter interventions and HLP for both camp displaced and host community. Help desks in particular address the needs of households by providing comprehensive information to

### Participatory Community Planning

Identify the needs at community level with the view to inform area-based interventions, thereby not only addressing broader community level barriers of return, but also ensuring that the needs of households and community members receiving returnees are taken into consideration. Through a community consultative planning process to engage both community members and leaders, a plan is developed which is owned and driven by the community. Area-based interventions that follow are commenced based on these agreed plans. The community assessment and planning activities outline an inclusive approach to identify community-level needs that consider the inputs of a diverse range of community representatives.

### Community Structures

Throughout the various phases of interventions, community structures would carry out outreach efforts to households in both camps and areas of destination. During Phase 1, the initial sensitization of prospective returnees on the

departure interventions, camp sector leaders and volunteer groups in the camp are engaged to support dissemination of key messages and frequently asked questions related to the 'supported returns' interventions. For Phase 2, following stakeholder mapping expected areas of destination, community committees are formed to support plans of action and later are re-engaged during Phase 4 to support sustainability of interventions alongside with identified community structures and during post settlement community level monitoring activities. The engagement of community structures is essential to ensure that community-based approaches are mainstreamed throughout the various stages of implementation.

### Feedback Mechanisms

Feedback mechanisms are mainly seen through the usage of help lines designated to handle matters related to the interventions. Iraq Information Center and IOM Call Center are the main feedback helplines and numbers of both lines disseminated in camps and host communities. Feedback can also be shared via help desks within the camps. The existing accountability platforms are complemented by feedback mechanisms and referral pathways developed within camps within camps to be sustained to ensure all platforms are interconnected.



## PLANNING WITH COMMUNITIES TOWARD DURABLE SOLUTIONS

Global guidance on working toward durable solutions for IDPs clearly stipulates that IDPs should be central to, and leading, the process of identifying, planning, and managing processes that contribute towards finding durable solutions, whether they choose to return, integrate, or resettle:

Humanitarian and development actors, working closely with national and local authorities, should adopt a rights-based approach to supporting durable solutions that places IDPs at the center of the process. IDPs should be the primary actors in the process of finding the durable solution of their choice... A rights-based approach to durable solutions should ensure that... IDPs participate in the planning and management of durable solutions, so that recovery and development strategies address their rights and needs (*IASC Framework on Durable Solutions for Internally Displaced Persons, p.15*)

The same emphasis is reflected in the Guiding Principles on Internal Displacement:

Special efforts should be made to ensure the full participation of internally displaced persons in the planning and management of their return or resettlement and integration (*Principle 28, Guiding Principles on Internal Displacement*)

Practically, humanitarian, stabilization, peacebuilding, and development actors engaged in interventions aimed at supporting access to durable solutions for displacement affected populations should:

- Listen to and understand IDP community members' preferences about solutions to their displacement: *what do individuals want to do?*
- Listen to and identify together with community members what is needed to support IDPs to pursue and achieve these preferences: *what do they need, in order to do this?*
- Identify the role of international actors, of community members themselves and of governmental authorities in supporting these processes: *how can and should the various stakeholders support families to pursue their preferred solution pathways?*

- Reflect on whether potential solutions for IDPs are being identified by IDPs themselves, or are being identified by (and perhaps limited by) international actors: *are IDPs being provided with a genuine choice?*

### WHEN SHOULD COMMUNITY PARTICIPATION BE SOUGHT?

In short: all the time.

Efforts by humanitarian, stabilization, peacebuilding, and development actors to support IDPs towards finding durable solutions – as well as in any longer-term planning or in humanitarian programming aimed at supporting IDPs to meet day-to-day short-term needs – should centre their planning and design on communities at all stages of the process. Ultimately interventions should be designed because of needs and preferences expressed by the communities that actors seek to support.

That is, inclusive community participation should be sought – and centred:

- In order to understand what might be preferred durable solutions pathways for IDPs (an ongoing process) and to identify barriers, concerns and enablers to pursue such pathways
- During design of any programs to support durable solutions, so activities are appropriate and tailored to the needs of the population
- Throughout implementation, with regular check-ins with the community a program intends to support, in order to continuously solicit input on program direction and monitoring.
- After individuals participate in a program, with evaluation used to inform design of any further support

Key considerations on community participation are described below.

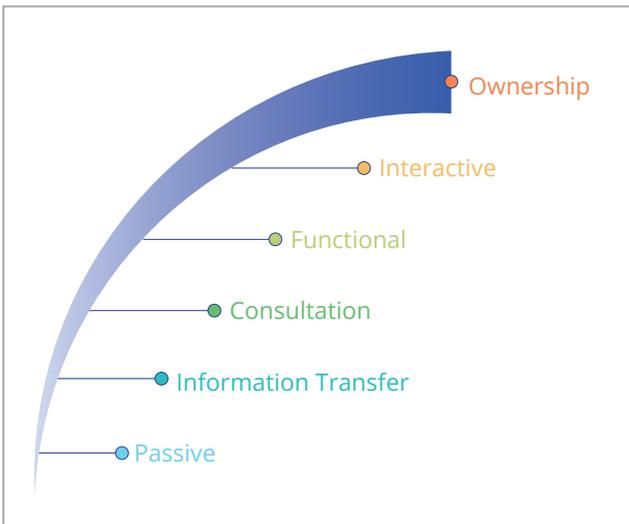
### Understanding types of community participation

Listening to communities' needs and preferences while designing programming and throughout implementation is often referred to as *community consultation*. A step further is

to consider what a *community-led process* could – or should – look like, particularly in such a vital, and personal, issue as supporting IDPs to access and ultimately achieve durable solutions.

The following table provide an illustration of degrees – or types – of community participation. At one end of the spectrum is passive participation: where information is shared with community members (this might be one-way, or through processes that allow people to ask questions) but they have no part in planning or decision-making. At the other end is the concept of ownership, or community-led processes, where communities themselves control decision-making, and the role of humanitarian and development actors is to provide resources to facilitate these decisions.

Figure 1: Degrees of participation<sup>2</sup>



As examples:

- A program to support durable solutions designed based on preferences identified through household intentions surveys, and communicated to IDPs once the program is already designed and being implemented, would sit in *information transfer*.
- A program designed to support durable solutions that is based on focus group discussions with community leaders, women, youth, older persons, and other groups in the community, inviting members to both identify their preferences and solutions, and incorporating these in program design, may sit in *consultation*.
- Engagement of community groups at all stages of a

Degree of participation <sup>3</sup>	Definition
Ownership	Communities control decision-making and other partners facilitate their ability to utilise resources. There is therefore greater ownership and a stronger sense of belonging and responsibility.
Interactive	Communities are completely involved in decision-making with other partners.
Functional	Communities are involved in one or more activities, but they have limited decision-making power and other partners continue to have a part to play.
Consultation	Communities are asked for their opinions, but they don't decide on what to do and the way to accomplish it.
Information Transfer	Information is gathered from communities, but they are not taking part in discussions leading to informed decisions.
Passive	Knowledge is shared with communities, but they have no authority on decisions and actions taken.

planning process, to identify community preferences and solutions (possibly different between different groups or even individuals), to design appropriate activities / programs to support these preferences, and to give feedback on and adapt these activities throughout implementation might be *functional* or *interactive* participation.

Good community participation does not start once a program is already designed – or, indeed, when a program is about to be designed. Ideally, humanitarian, stabilization, peacebuilding and development actors should be designing programming to respond to needs identified by the community members: i.e. *community participation should be an ongoing process*.

2 Global CCCM Training Materials, Module of Participations, 2015.

3 Camp Management Toolkit, Chapter 3: Community Participation, 2015.

This needn't be a heavy or complicated process but does require good coordination and communication between different actors to utilize existing community engagement networks and channels.

### The role of different stakeholders

Stakeholders include: community members, community representatives, government and local authorities, durable solutions actors, service providers working in location of displacement.

As an example, in a camp context, organizations working with the communities as service providers are key stakeholders in the process toward supporting families to access pathways towards durable solutions – and will already have community engagement processes in place. “[A] principal task of a Camp Management Agency is to work with key stakeholders in the camp response, to ensure the identification of durable solutions for the camp population<sup>4</sup>”. A camp management agency, a protection actor or other CBOs with ongoing presence in the camp, could therefore facilitate *ongoing engagement with community members on preferences and needs toward finding durable solutions* – utilizing their permanent presence and community relationships in the camps to provide an *interface with actors interested in program design in support of solutions*.

### WHO SHOULD PARTICIPATE?

As is the case with best practice in community engagement more broadly, the IASC Framework also highlights the need for all community members – not just the most powerful – to be involved and engaged in processes for planning toward durable solutions:

Processes to support a durable solution should be inclusive and involve, on the basis of full equality, all parts of the displaced population, including women, children (in accordance with their age and level of maturity), persons with special needs and persons who are potentially marginalized. (IASC Framework on Durable Solutions for Internally Displaced Persons, A3)

Meaningful planning with communities toward finding durable solutions also requires planning with all groups

in the community – recognizing that communities are not homogenous, and that even within the same family individuals may have different preferred solutions, as a result of different reasons for fleeing, displacement experiences and requirements for information to inform their own individual decision-making. This may require tailored engagement processes for different groups: whether age groups, men and women, persons with disabilities, marginalized or minority groups within a community. For example, young people may have different preferences than older family members, in terms of whether they prefer to return to areas of origin or integrate in areas of displacement. Women and elderly persons who rely on a male head of household decision-maker may not have full access to information about options for their family or for themselves as individuals, if communication is targeted only to heads of household or doesn't proactively seek to engage other family members in information dissemination activities and other consultations.

Practically, for any actor involved in or responsible for designing interventions in support of durable solutions, this means:

- Understanding how people's preferred solutions and ways to pursue them differ between different groups
- Understanding how what people need to do this differs between different groups
- Inviting participation from different groups in identifying activities that are needed to support this
- And, if a program to support durable solutions is implemented, ensuring that there is equitable participation and access to information throughout the process, e.g. adapting physical venues, facilitators and staff implementing activities, tailoring the process to allow different groups to access and participate (e.g. separate information sessions for women, forums to allow youth to raise concerns, etc.)

### COMMUNITY PARTICIPATION IN FACILITATED VOLUNTARY RETURN AND RELOCATION MOVEMENTS

While all the steps described in the toolkit include specific activities to ensure community participation in the process, below are some - non-exhaustive - considerations for community engagement in facilitated voluntary return processes: Some – non-exhaustive – considerations for

4 Camp Management Toolkit, Chapter 7: Camp Setup and Closure, p.107

community engagement in facilitated voluntary return processes: <sup>5,6</sup>

- Community members are given the space to express their preference to return, relocate or locally integrate [example methods: intentions surveys, in regular communication with humanitarian service providers, during interviews as part of registration exercises, in focus group discussions].
- Drivers, barriers and deterrents for families and individuals towards the preferred solution pathways are understood.
- And community members themselves identify the type of support they might need in order to achieve their goal to return or relocate, when it is outside their own capacities [example methods: community consultation exercise, focus group discussions].
- Activities to support families to return or relocate are designed with the community members, taking into account their own capacities and resources (i.e. which parts of the process can be led by families or individuals themselves), and identifying which parts of the process they request support for [example methods: community meetings, community consultation exercise].
- Relevant stakeholders are engaged in the community consultation process from the outset (durable solutions actors, humanitarian organizations, local authorities as appropriate).
- In-depth and continuous community participation is encouraged, to increase the likelihood that returns, or relocations are voluntary and informed for all individuals.
- IDPs have access to impartial, updated, and accurate information on areas of return or areas where they intend to relocate to or integrate in, preferably through the direct involvement and leadership of community members themselves, with support from humanitarian actors.
- Different groups within the community are included throughout all stages of the process, which may require different methods of engagement for the various groups.
- Ensure that consultation on community preferences and the collection of feedback on activities is an ongoing process: from the outset in relation to facilitation of returns, to evaluating how the process is being implemented.





## PHASE ONE

# ENSURE INFORMED AND VOLUNTARY DECISIONS REGARDING SOLUTIONS

- Sensitization and Registration
- Coordination with local authorities & Host Community Sensitization
- Additional resource: Risk Assessments
- Come and Tell & Go and See Visits

## OVERVIEW

Objectives of phase 1 are multifold to fit several intended outcomes. Primarily, phase 1 provides a situation overview, with follow up phases geared towards responding to the given context. Phase 1 approaches aim to encourage two-way information to ensure both informed intentions amongst IDPs and evidence-based interventions by service providers. In effect, phase 1 activities ensure that operations are rolled out in a manner that considers the needs, locations, obstacles, and dynamics related to the specific context. Moreover, the activities of this phase assist in disseminating vital information to audiences equipped with resources to assist them in moving towards the various phases of implementation.

Activities in this phase primarily the displaced populations to assist them in making informed and voluntary decisions concerning their displacement. Various channels are utilized to ensure information is directly accessed by populations. Activities include the dissemination of key messages, dialogue sessions with authority and community leaders, and optional visits 'go and see visits' to areas of return so that households can have better understanding of the situations, which would enable households to confirm their interests in proceeding forward.

Secondly, phase 1 activities also aim to capture an understanding of intentions amongst IDPs, solutions related barriers, and prospective areas of return. This helps in categorizing interventions<sup>7</sup>. Phase 1 interventions include sensitization and registration, stakeholder mapping and coordination with local authorities, dialogue sessions termed come and tell visits between local authorities, community representatives, and IDPs, and optional visits 'go and see visits' to areas of return.

<sup>7</sup> Categories 1-3 of the Iraq Protracted Displacement Framework- see Executive Summary

## OUTCOMES

### 1 SENSITIZATION AND REGISTRATION

Guidelines outline the first stage of a facilitated departure process, including initial coordination with camp management, sensitization efforts with IDPs who may be interested in departures, registering households at help desks, and profiling of household departure obstacles.

*Related Tools: Help Desk Registration Form, Key Messages to IDPs*

### 2 COORDINATION WITH LOCAL AUTHORITIES

Guidelines outline the next step after registration, where households have identified a list of areas of origin, for prospective returns, which are then reviewed and prioritized to verify feasibility and identify stakeholders. This section brings stakeholder mapping initiatives to identify key multilevel authorities that involve in the various phases of operations with recognition to the government's main role in leading durable solution interventions. This requires organizing roundtable meetings with identified stakeholders, aimed at securing endorsement of interventions and follow up with preliminary discussions in respect to activities including 'come and tell' and 'go and see visits', in addition to activities seen during later stages of implementation.

*Related Tools: Stakeholder Mapping, Host Community Sensitization Messages*

### 3 COME AND TELL, GO AND SEE VISITS

Once coordination meetings are completed households are then engaged in dialogue sessions with local authority and community leaders. During the dialogue session, information on departure support services and conditions in areas of return are shared. These dialogue sessions may then be complemented with go and see visits where necessary.

*Related Tools and Key Messages: Come and Tell guidelines, Post Visit Intentions Survey, key messages on departure support services*



## INFORMATION SHARING AND REGISTRATION

Activity	Sub-Activities	Expected Outcome
<p>1. COORDINATION AND PLANNING WITH LOCAL AUTHORITIES AND CAMP MANAGEMENT</p>	<ul style="list-style-type: none"> <li>Departure interventions are initiated following <i>coordination with government counterparts</i> at the national and local levels ideally with coordination efforts which bring together government counterparts and development, stabilization and humanitarian actors to ensure the endorsement of the <i>government and international community to durable solutions interventions</i>.</li> <li>Following coordination with local authorities <i>planning to conduct meeting with camp management to agree on information-sharing activities, messages, roles and responsibilities</i>, feedback and complaints mechanisms, further, to mobilize camp structures to support dissemination of information.</li> <li>Based on the outcome of these initial meetings and following a stakeholder analysis, identify the most appropriate channels for information dissemination.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative planning with camp management actors takes place and specific camp dynamics are understood and taken into consideration in terms of planning of activities.</li> </ul>
<p>2. INFORMATION-SHARING CAMPAIGN</p>	<ul style="list-style-type: none"> <li>At least full week of information dissemination sessions conducted in the camp, starting at least two days before the activation of the registration desk, while the rest of the campaign is carried out simultaneously to the help desk registration.</li> <li>To facilitate the sensitization activities, based on initial discussions with relevant stakeholders, appropriate channels for dissemination of information, including through camp community leaders, authorized representatives from the camp such as sector leaders, volunteers, mobilizers, and committees' network in camp to support outreach efforts.</li> <li>Once appropriate stakeholders are identified, they are engaged in a quick orientation on the durable solution-facilitated voluntary return intervention. Specific attention is placed on sharing key messages shared with the participants to assist with disseminating these messages to the camp both verbally and through printed materials.</li> <li>Printed key messages are then distributed tent by tent. Two days after the sensitization, the help desk is formed along with resuming sensitization sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Camp community is familiarized with general processes and services associated with the facilitated voluntary return intervention.</li> </ul>

Activity	Sub-Activities	Expected Outcome
<p>3. INFORMATION AND REGISTRATION HELP DESKS</p>	<ul style="list-style-type: none"> <li>• Help desks are activated to conduct registration for one week as a minimum or until there is a notable decrease in the number of people approaching the desk. The organization in Charge of registration will be responsible to ensure the appropriate storage and treatment of data collected, in line with Data protection standards.</li> <li>• Once registration is complete, help desk needs to adopt a static function too continue providing information, facilitate contact with service providers, and facilitate signing up of households that may later be interested in registering during new rounds of departures.</li> <li>• Help desk needs to be staffed by at least one male and female staff who then use a registration tool (See tool in annex) to enlist households, once consent and voluntary intention is confirmed.</li> <li>• Household with unique exceptional circumstances but interested in registering should also be collected at the help desk so feedback is later provided on the spot is not possible at the time.</li> <li>• Registration should be facilitated by an adult representative of the household, with a proof of camp residency and identification forms. In instances where other members of the household approach the help desk the registering organization, with support from a protection actor as needed, should seek to understand whether differences in intentions are present in the household. In the case of unaccompanied or separated children, a child protection actor should be involved to accompany the registration process.</li> <li>• The help desk registration tool will record prospective areas of returns, departure barriers, and bio-data information.</li> <li>• Where necessary local authorities may be present at the help desks to involve in facilitating security clearances which are needed later on. <i>(this may be context and area specific).</i></li> <li>• Feedback mechanisms should be communicated at the help desk. Feedback mechanisms may include a helpline, accountability staff, or complaints boxes.</li> </ul>	<ul style="list-style-type: none"> <li>• Households can access information on FVR and may register if interested.</li> <li>• Identify obstacles to areas of return and departure and households are categorized accordingly.</li> <li>• Households recognize departure related services which associated with the FVR</li> <li>• Households are aware of security clearance processes and actors involved.</li> <li>• Service providers realize the concerns that may have impact on households decision to leave.</li> </ul>

Activity	Sub-Activities	Expected Outcome
<p>4. <b>HOST COMMUNITY SENSITIZATION</b></p>	<ul style="list-style-type: none"> <li>In parallel to camp departure preparation activities, once the caseload is confirmed and locations of return are finalized a secondary coordination meeting takes place with governorate and local level authorities to communicate anticipated return, activities in areas of origin, beneficiary selection criteria, and information on come and tell visits, and eventual departures.</li> <li>Officials then meet with local community representatives to help disseminate this information provided and communicate back to organization any concerns raised by community representatives.</li> </ul>	<ul style="list-style-type: none"> <li>Host community perceives the expected arrivals and the inclusion of host community in interventions linked to the DS-FVR interventions.</li> </ul>

## INFORMATION SHARING AND REGISTRATION ACTIVITY SET

### Sensitization

Prior to registration at help desks, an information-sharing campaign is carried out within the camp with the engagement of camp structures (sector leaders, volunteers, mobilizers, etc). Sensitization involves the dissemination of key messages which kicks off a few days prior to registration and continues during registration. Key messages shared with populations, outline the following:

- Emphasis on the nature of voluntary departure interventions.
- Help desks provide information and the possibility to register at help desks in the camp, including information on how households can communicate a change in their intentions or in their interest in taking part in the programme.
- Help desks provide information of visits to areas of returns and conduct dialogue sessions with authorities and community leaders.
- An overview of the next steps; following registration
- Brief note on the type of assistance that may be provided as part of the departure interventions, note clearly that such assistance is not guaranteed and will be dependent on vulnerability, identified needs and available resources
- Noting that the broader needs of communities in areas of origin will also be taken into consideration.
- Complaints and feedback mechanisms

### SENSITIZATION KEY MESSAGES AND OUTREACH CHANNELS

#### Location of Displacement Messages: (Printed and disseminated tent by tent)

- FAQs on durable solutions- general messages on facilitated voluntary returns intervention processes and associated services.
- Messages on ways to register and follow up activities.
- Messages on tribal committees and reconciliation efforts.
- Messages to households with departure intentions but prefer not to return and seeking alternative solutions.
- Messages on departure and departure support services, dates, and activities.
- Know before you go (KBYG) and PSEA messages.
- Messages on complaints and feedback mechanisms.

#### Area of returns Messages: Disseminated during meeting with local authorities and community leaders

- Host community sensitization messages on non-discriminatory services, and feedback mechanisms.

- Messages on facilitated voluntary return interventions and inclusion of host community.
- Messages on services in area of return and beneficiary selection.

**Note:** To avoid creating push factors, key messages should not include extensive details of full prospective departure assistance package. Instead, further information will be provided in subsequent information from counselling sessions. In addition, key messages are also an important opportunity to manage expectations by verifying that expressing an interest in returns does not guarantee departure interventions. Rather, it should be explained through registration once information on prospective return locations is gathered. Organizations will then review the lists of locations to assess the feasibility and risk in the intended areas of arrival. If it is not feasible, households will be notified.

## Help Desks & Registration

Help desks are established to allow populations with intentions of departure to register for participation in information counseling activities intended to assist them in making informed decisions about their departure.

Help desks are stationed in various locations across the camp with the following considerations:

- The desk should be within reach of the centre of the camp. At the same time, special arrangements, such as mobile teams, should be in place to ensure that individuals with limited mobility can be reached.
- It may be necessary to have female-only help desks to ensure that female headed households and women more in general are comfortable to approach the help desks at any time.
- In case of minor headed households, unaccompanied and separated children, a dedicated desk or registration period might need to be identified, including the presence of
- Help desks consider mobile and static presence if required, also the schedule and location of help desk operation needs to be clear to households.
- Prior to the operation of the help desk, staff needs to be trained and fully understand the departure interventions to avoid any misunderstanding from the community and to manage expectations.
- Provide clear guidance to the community about working days and hours.
- Help desks should be sufficiently staffed and preferably include representatives of the organisation involved in departure interventions as well as camp management representatives.

Help desks should be open as soon as sensitization begins, In the case of forced eviction is indicated, staff needs to be trained enough to directly inform their supervisors and to refer IDPs to the Iraq Information Centre (ICC).

## REGISTRATION

At help desks, households can formally register to depart, as this occurring in parallel to sensitization. A full help desk registration form is included in Annex 2. Through the registration process detailed information is collected and provided as below:

### i. Information collected at help desks

- Caseload identification: Confirmation of how many households are interested in departure interventions.
- Prospective areas of destination: Households are asked to indicate their areas of return.
- Identification of departure obstacles and household displacement history.
- Information on households who may be interested in solutions other than returns.
- Identification of community leaders: Linked to above, information regarding community leaders and focal points in areas of return is used to initiate contact for subsequent coordination with prospective host communities to kick-off risk assessments and coordinate visits to areas of origin i.e. 'Go and See' visits.
- Interest in go and see visits: Households confirm whether they, or a representative of their family, are interested in go and see' visits to prospective destination locations.
- Data consent and clearance: Household focal points will be asked to fill a data consent form. Throughout the process, data may be shared onward to support freedom of movement and access or for referrals to other service providers and therefore to ensure that IDPs are aware of who it may be shared with as part of the wider process.

**NOTE:**

- It is important that households are asked and confirm that they voluntarily approached the help desk.
- Organisations responsible for registration should ensure that data is collected, stored and treated in compliance with Data Protection standards.

**ii. Information available to share with households at help desks**

- Messages to ensure populations understand that all decisions to return shall be made under safe, voluntary, and dignified terms and must not be coerced – in addition to reminding households that they can withdraw from the process at any time and explanation about the process to do it.
- Answers to FAQs, building off the key messages which have already been disseminated.
- Very basic information on the return related assistance should be mentioned. More detailed information will be covered once residents of the camp confirm their intention following go and see visits and waivers signage.

**iii. Capturing information for households who may be interested in solutions other than returns**

Importantly, the registration form should capture information for those households who approach the registration desk without confirming their interest to return. Keep in mind, the form has been designed to:

- Ensure that a household can be referred to specialized service providers if they would like to return but face distinct obstacles to return/do not feel safe at present to return due to uncertainty over levels of acceptance.
- Identify households with no intention to return, even with exclusive assistance, but who would rather explore other durable solutions, such as relocation. These households can then be referred to specific support or counselling.

**iv. Transitioning to rolling registration**

Finally, after an initial registration process, it is recommended that registration becomes a rolling process and help desks are either static with a regular schedule e.g. functioning two days per week. Registration, then to be feasible on an ongoing basis. This ensures that households do not feel pressured to register during a fixed window. In respect to those who begin

to express an interest after observing others participate in departure related activities feel they have the opportunity to do so, and that organizations facilitating departures can continually anticipate levels of interest and potential departure destinations. The registration form included in the annex is designed for households who previously registered and didn't access help desks to confirm interest in go and see visits or further haven't attending counselling sessions yet. Notably, key messages, for example, address inquiries by households that may have already registered and have not been on visits so far, but would like to, also for households that have registered and have no interest in visits but still want to return, as well as households that have not registered yet at all.

**MOVEMENT CLEARANCE AND PERMISSIONS:**

To ensure that movement permissions and clearances are processed as soon as possible – whether for go and see visits or for departures – it is important that either camp management or organizations involved in departure interventions, coordinate with the respective government body that involves in displacement related issues who may then be directly engage with households for any matters related to accessing locations of return and security clearance. This clearance process may take place during initial registration, during information counselling sessions prior to go and see visits or prior to/after information counselling sessions that take place pre-departure. The clearance process should be anticipated and can cause delays in the absence of effective coordination with the government. Organizations do not perform a direct role in the clearance process.

**Registering for Go & See Visits**

During registration, households have the option to register for go and see visits. Visits are particularly valuable if households have not been to their areas of origin for some time and have limited access to information about the location. However, in some cases, households may already enjoy a high level of freedom of movement and regularly visit their area of origin. Alternatively, they may have relatives or contacts in areas of origin who are regularly sharing information or supporting with a potential return.

There are also instances where organizing visits may not be feasible. If a large number of households express an interest in visits but locations are widely dispersed/numerous, an organization may not have the capacity to facilitate individual visits, instead prioritizing visits as groups to areas where

several households have expressed an interest in returning. In this case, households will still be asked whether they'd be interested in visits except they should also be informed that locations will be reviewed. If there are interests in visits

to certain locations that are challenging to accommodate, it may be relevant to provide more tailored information about particular communities or locations if available through existing data sources.

## COORDINATION WITH AUTHORITIES AND HOST COMMUNITY SENSITIZATION

Once locations are identified, a mapping of local and subdistrict level authorities and community leaders is initiated. This is following the initial coordination with government and governorate level counterparts which is required to kick-off the entire departure interventions (see initial previous step). Mapping of relevant stakeholders should result in initial contact with a combination of governorate, district, subdistrict, and local level officials. This may include subdistrict mayors, representatives from relevant local authority, community leaders such as, tribal leaders, and key community representatives. Through this contact, local authorities and community representatives are informed of the overall plans for the durable solution returns and relocation intervention in addition to sensitization on various key messages. Sensitisation covers the following (see annex for full messages):

- Outline of plans to support the displaced population in resolving their displacement.
- Outlining the critical role of authorities and the ways in which their support will be required (e.g. supporting in gathering information about access, supporting further sensitisation with other community representatives).
- Explanation of 'Come and Tell' dialogue sessions with prospective returnees and Go and See Visits (where relevant)
- Consideration for host community situation and support.
- Vetting process for registered households where engagement with community leaders and local authorities can support security clearance and access efforts.

Instead of sensitizing key focal points individually, subdistrict representatives may act as interlocutors to community level representatives. Subdistrict authorities, usually the mayor, are invited to a roundtable discussion where it is possible to establish consensus over the general process and willingness to accommodate returns. This roundtable specifically allows organisations to: a) receive immediate feedback and concerns regarding the process b) identify key community stakeholders they may need to interact with post departures informants for risk assessments c) identify participants for potential 'come and tell' sessions with IDPs (where relevant). Top line messages about the process are provided during the roundtable and from here subdistrict

level authorities directly interact with community leaders to facilitate local level sensitization.

However, depending on the community dynamics, it may be necessary to adapt the approach. For example, it may not be possible to bring together key focal points to round table discussions, instead sensitization and engagement may require a series of bilateral discussions. Alternatively, it may be that when organising the initial meeting for example with the mayor, they may bring together all relevant focal points, both at the sub district and community level, so that there is one key initial dialogue with all focal points, merging together the initial contact with round tables.

It will be important to be flexible, while addressing the overall objective to ensure that key stakeholders are identified, aware of the proposed interventions, and able to provide feedback and organizations to get a good sense of the level of acceptance towards returns. It is important to ensure that there is an inclusive approach to access feedback. Existing community structures may not include female representation, or representation of other groups, and therefore targeted outreach may be required to identify focal points that can speak to issues from the perspective of under-represented groups.

### CAUTION IN MESSAGING:

During initial contact with authorities and community representatives, it may become apparent that community or authority representatives are not receptive to returns – even if there is general acceptance at the government level. This would trigger further focused efforts to address more complex barriers to return and would require engagement with more senior government counterparts. In this instance, it is not wise to proceed with risk assessment as this would otherwise raise expectations of assistance to the community. In general, even after initial contact and key informant interviews findings may lead to the conclusion that facilitated returns are not viable. For this reason, it is important not to raise expectations and to continually flag that these are preliminary discussions. This should be clearly reflected in the messaging provided to the authorities (see annex).

## ADDITIONAL RESOURCES: RISK ASSESSMENTS

Following the completion of sensitization, registration, and coordination with authorities, partners will be responsible to conduct a risk assessment in areas of return or of destination indicated by the families that registered to take part in the programme. In instances where existing data may not be available, the organisation or other entity responsible for the registration and facilitation of the returns will be responsible to ensure the assessment is carried out to help assess risks of intervention, and to then determine whether facilitating settlement to a given area would be conducive to a durable solution.

This guideline outlines a) the process for reviewing and prioritising locations based on level of risks associated to intervention b) implementation of risk assessments c) analysis of information to assess whether it is viable to move on to the next stages of facilitating returns. Overall, these steps aimed to support service providers in determining the likelihood of a durable return based on conditions and return related to risks at locations of destination.

### WHEN RISK ASSESSMENTS MAY NOT BE RELEVANT:

In some locations risk assessments may not be necessary. This could be an example where a process of returns to specific locations has been initiated and widely announced by government counterparts. The government can take the lead in working with stakeholders at destinations to ensure there is general acceptance and risks have been assessed. Also, Government representatives may potentially take the lead in conducting outreach at displacement locations supporting with transportation or, for example, provide return grants. In this case, the role of humanitarian agencies would be limited to provide sensitization and information prior to departures at displacement locations, profiling households to understand if they have specific needs prior to departure/upon arrival – including potential cash assistance or shelter assistance. Separately, agencies can still provide complimentary support at location of destination through area-based interventions or post-settlement monitoring and assistance. This guideline is relevant in case an agreement with the government, agencies would have a significant role in facilitating returns.

### PRELIMINARY REVIEW OF LOCATIONS IDENTIFIED BY HOUSEHOLDS

In order to proceed with risk assessments, partners have first to assess the locations identified by IDPs as prospective destinations in order to a) determine whether a further risk assessment is feasible b) to prioritise locations if a high number of locations are identified. A number of factors and data sources may be taken into consideration:

- Whether or not the given location is known to be open or blocked for returns.
- Whether there have been instances of returns to the respective areas and the severity of conditions – sources of information include DTM and Returns index to access
- Current security conditions in the area
- Whether there are existing programmes and actors in the area which strengthen the capacity to provide a full range of services in the community of origin

It is important to note that agencies may conclude that they already have a good understanding of associated risks in a particular location, perhaps due to pre-existing activities that they have conducted in the area and/or existing relationships with local community and authority counterparts. As such, they would be able to conclude that a facilitated departure to a certain area is highly probable, even prior to conducting a formal risk assessment. With this in mind, during the risk assessment, rather than focusing on risk factors and general safety and security only, agencies may opt to conduct more comprehensive needs assessments, engaging technical directors from specific government departments - such as water, electricity and so forth - to assess the current situation, further to possible needs and gaps in the location. Based on the logic, it is unwise to conduct detailed location assessments if there is a level of uncertainty over the viability of departure process, as this could raise expectations of local authorities and communities and thereby cause tensions. If agencies choose not to work in a particular location after the risk assessment.

For the purpose of these guidelines, below is an outline of the process when needs assessments are not combined with risk assessments, noting that there is flexibility to adapt the chosen approach depending on circumstance.

## RISK ASSESSMENTS

There are four key objectives to risk assessment surveys:

1. Inform displaced populations about conditions in areas of origin as part of their decision-making process.
2. Determine underlying risks that may be associated with returns, to inform programming.
3. Determine whether areas identified by IDPs as prospective destinations are feasible for returns.
4. Categorize locations of return in accordance to the Protracted Displacement Framework to outline means of interventions.<sup>8</sup>

To achieve these objectives, and complete risk assessments first key informant interviews with community focal points (both leaders and community members) are conducted, a desk review is then completed to gather background information about a community and finally, all information is analysed and consolidated to assess whether the departure process will be feasible and what other complementary interventions or considerations would be required. These steps are outlined below.

### Key Informant Interviews with Community Members and Leaders

A key informant interview is administered to community leaders/representatives and community members (see annex for full survey).

Participants from community leader/representatives are identified during sensitization and messaging to authorities. This may include the mayor, mukhtars, police, tribal leaders or religious leaders. Among stakeholders identified, a selection of the most relevant ones should be more formally interviewed. Participants from community members are identified through a mobilization process that considers age/ gender/ and ethnic diversity. Mobilization takes place through coordination with various networks including community leaders, volunteer groups, gender and committees and age-based structures. Attention is also given to engage persons with disabilities and ethnic minorities based on the demographics of a specific area demographic.

- For community leaders/representatives, KIIs to be conducted based on the number of available actors and the size of the community per location– for community

leaders this could be 5 to 10 in a typical location.

- For community members, KIIs to be conducted per location, but will vary depending on the size of the location. As above, key informants will include representatives from different groups in the community e.g. women's network representatives, head of a youth committee and so forth.
- During these interviews, the objective is to understand levels of security, formal and informal access related procedures in place, and to gather general perceptions towards returns.
- Specifically, the following themes are explored:
  - **Social dynamics:** How the population has evolved in recent years, whether there are any tensions between different groups or community members.
  - **Stakeholder mapping:** Mapping of key influencers and leadership structures within the given location to identify all actors that can possibly impact the durability of the return.
  - **Perceptions on safety and security:** Whether community members generally feel safe, the nature and frequency of security incidents.
  - **Access:** How access is obtained to move in and out of the community and within the community, whether specific groups face unique constraints and why, who are the focal points for securing access?
  - **Perceptions on returns:** Whether there have been returns and how they have been received by the community, whether any returnees were subsequently expelled or detained, what level of support has there been to support those returning
  - **ERWs:** Whether there have been any ERW incidents in the recent month, who is responsible for clearance and whether clearance has taken/is taking place. Documented proof should be obtained to indicate clearance of mines prior to go and see visits
  - **Top line Needs:** What are key needs and concerns of the community.

8 The protracted displacement framework was developed by the Iraq Returns Working Group and categorizes displacement related interventions into three streams depending on the return obstacles associated with a given location and population. Category one obstacles are strictly resource and service related, category 2 obstacles look more at social cohesion and reconciliation related obstacles, and category 3 is related to access where groups or locations are blocked for returns due to complex social profiles such as perceived affiliation to ISIL or blockades to the general public of the location.



Given the number of questions related to perceptions of safety and security, influential stakeholders as well as social dynamics, some of these questions may be deemed sensitive. Extensive training with relevant staff members, as well as discussions with staff members on the most appropriate way

to approach specific questions, may be required depending on key informant interviewed and on the location. The key informant questionnaire has been designed to include an explanatory brief before launching into sensitive questions.

### FOCUS GROUP DISCUSSIONS VS KEY INFORMANT INTERVIEWS:

Organizations may prefer to conduct focus group discussions rather than key informant interviews with community members. This would provide rich information on general dynamics and community perceptions. As risk assessments may take place in a large number of locations, and as there is no guarantee that there will be assistance or facilitated departures to the assessed locations following this step. However, key informant interviews would be the most feasible way to understand risk factors while avoiding building too many expectations and anticipation around assistance or potential returns. In addition, households who express an interest in returning during registration will be waiting for feedback and next steps regarding facilitated departures - ensuring that the risk assessment phase is rapid and efficient is also important for effective accountability and feedback. Nevertheless, this could be assessed on a case by case basis, e.g. if the list of locations identified by IDPs is limited or when organizations are quite confident they will be facilitating returns to a location – based on prior info – as this phase is an opportunity to understand broader dynamics and perceptions, while also sensitizing populations, rather than strictly judge whether risks are too high to support returns.

### Desk Review

Either simultaneously to the key informant interviews, or thereafter, a desk review is facilitated to understand the specific context of the location (i.e. date of liberation, geographical relevance). During the desk review, agencies can use the return index to determine whether the respective location has been marked as a hot spot i.e. that there are particular indicators which suggest severity of needs. The desk review should be facilitated using DTM, REACH, Protection Cluster, IHF and Returns Working Group material and [online assessments](#) to see any reports related to the area.

The objective is to understand the background of each community, important contextual factors which may affect

the durability of return (e.g. recent security dynamics) as well as to take into consideration any risk factors during the facilitated returns process.

### Analyzing and Consolidating information

Upon completion of risk assessments and the desk review, information is consolidated to determine whether a return to a given location would be viable. During this phase, where different information sources are consolidated and used for the purposes of triangulation, the category of intervention is determined in accordance with the Iraq Returns Working Group Protracted Displacement Framework. See table below for a list of criteria which is considered during the review of risk assessment findings and secondary information.

Area	Indicators	Target
COMMUNITY PROFILE	Category within Iraq Protracted Displacement framework.	Within category 1 and 2
	Category of severity on return index scale 2 is between	Low to medium
	Previous returns and any associated challenges	If returns, limited reports of challenges or issues or issues/challenges not likely to be repeated
	Community leadership structures willingness to accept return to the location	Acceptance toward returns
	Access related procedures	Deemed safe and dignified
	ERW related incidents.	Few to no related incidents
	Number of areas known to be contaminated	Limited areas
	Average number of security related incidents within the past 3-months (including civilian related disputes, reprisal killings, kidnapping, petty crime, and instances of armed conflict	Low number of incidents
	Approximate number of residential and public areas occupied by armed actors	None to limited areas
	Perceptions of safety	Majority of respondents feel area is safe
	Demographic of surrounding villages	Limited risks to surrounding communities e.g. minority groups
	Dynamics between host and returning population	Limited reported tensions

Analysis is conducted qualitatively, with nuance and judgement required to assess levels and types of risk based on the indicators above. For example, specific quantified 'acceptable thresholds' of numbers of ERW incidents, security incidents or number of locations occupied by armed actors are not provided and actors are rather expected to

assess these against the context of specific communities and locations, as well as a combination of other factors. The key question is whether, by the end of this process, it is possible to conclude that risks can be mitigated, the departure process are feasible and that there is sufficient community member and acceptance towards returns.

## LOCATIONS WHERE FACILITATED RETURNS ARE NOT VIABLE

Following a risk assessment, agencies may decide that it is not viable to facilitate returns to a particular location. Given the extensive community engagement that has taken place up to this point, and as households have expressed their interest in returning to these locations, communication with both IDP households at locations of departure, and with relevant local authorities, is required. It will be important to have effective counselling and feedback mechanisms for households who expressed an interest in returning to a particular location, explaining why, at this time, the departure process is either not viable or will not be prioritized. Depending on the reasons for why a location is not deemed conducive for facilitated returns interventions, household intentions may need to be reviewed to update information on whether

households would now prefer other solutions so that they can be referred, where relevant, to related specialized actors. This feedback and discussion should take place after risk assessments as possible.

Communication with relevant authorities at the location is also important. Based on risk assessment surveys and analysis to a location will not be prioritized or facilitates actors to engaging in a dialogue with relevant government and authority counterparts, to assess the barriers to return and the possibility to work together to address these barriers. For example, if a location is not deemed viable for returns due to very limited acceptance by local mukhtar and communities, but there is an acceptance by the mayor, the mayor or governor could then be engaged to facilitate dialogue and sensitization as part of a longer-term approach to facilitate returns.



## COME AND TELL, GO AND SEE VISITS

‘Come and tell visit’ and ‘go and see visits’ with local community and authority representatives support displaced populations, where relevant and feasible, to make informed decisions regarding departures:

- ‘Come and tell visits’ Are an opportunity for community and authority representatives to visit location of displacement and engage in direct discussions with IDPs about destination areas – including general conditions, functionality of key services, social dynamics and the security situation. This can take place at the camp of departure or as part of Go and See Visits.
- Go and See visits (visits by IDPs to potential locations of destination) enable IDPs to see personally the conditions at areas of destination and facilitating informed decision-making regarding departures.

Prior to the visits, relevant community and sub district focal points are identified during stakeholder mapping and coordination activities. Then representatives are engaged to support this stage of the process.

### PARTICIPATION IN GO-AND-SEE VISITS

Go and see visits are encouraged for households that have not visited the prospective areas of return since their displacement or since a long period of time. As such, there may be a variety of reasons why go and see visits may not take place as part of facilitated returns activities – including perceived limited value in cases where IDPs are regularly visiting their areas of origin, or due to feasibility e.g. areas are widely dispersed or not safe.



## DIALOGUE WITH COMMUNITY AND AUTHORITY REPRESENTATIVES

'Come and tell visits' between community and authority representatives and IDPs, enable two-way information sharing between prospective returnees and both local authorities at subdistrict level - including subdistrict level mayors, directorates of water, electricity and education - as well as community level leadership structures, namely mukhtars and tribal leaders.

The sessions be in form of open question and answer on various topics including security level, social tensions, ERW contamination, services, livelihoods and any other issues concern the community members. The visits allow initial interaction between IDPs and their community representatives prior to departing the location of displacement.

### Initial Coordination

The process of dialogue sessions and visits begins during the host community sensitization and coordination stage - where organizations have already initiated coordination and sensitization with subdistrict level mayors, municipal representatives, directorates of water, electricity, and education, and informal community leadership structures (e.g. Mukhtar or tribal focal points, where relevant). This coordination would have led to either bilateral discussions or a roundtable meeting to communicate key messages related to the facilitated return process, as well as to authority and community counterparts about 'come and tell' and 'go and see visits' with prospective returnees. During this process, certain focal points are identified to support both the 'come and tell' visits and where necessary who can be engaged prior to organize the visits.

### Come and tell visits can take place in one of two ways

- Either at the location of displacement: Authority and community representatives can be invited to the camp with sessions repeated multiple times so that each session is attended by households from the same subdistrict. Sub district level representatives are able to take part as well as community level representatives in sessions specifically related to their locations.
- As part of 'go and see visits': In case population prefer to engage in 'go and see visits', 'come and tell' can both be merged. Here, time is set aside when start with 'go and see visit' for an initial meeting. It is also possible that separate discussions may be arranged for only groups

of females, led by female community representatives, in the event that female headed households do not feel comfortable in participating in these sessions.

The choice between these two approaches depends on a number of factors:

- In some cases, IDPs may prefer conducting an initial dialogue with community and authority representatives before participating in visits to their area of origin. This may be viewed as a precautionary step to foster trust and understanding. While some households may be able to obtain formal access clearance, there have been lessons learned from previous pilots that formal approvals do not guarantee community acceptance, resulted incidents of harassment during visits. Dialogues with community leaders, such as mukhtar, at the camp can ensure that there is more informal clearance and acceptance of the household before households are at risk when participating in go and see visits. If community leaders do raise concerns with particular household profiles, this can lead to more targeted discussions and support to these households, without raising expectations by proceeding with go and see visits.
- In addition, conducting dialogue sessions during go and see visits can take time away from other activities that are expected to take place during visits.
- Nevertheless, it may not be viable to facilitate a dialogue at the camp level, prior to go and see visits. Relevant community and authority representatives may lack of the means to travel, or organizations may feel that by combining the dialogue with go and see visits they can ensure that many authority and community representatives can participate as the dialogues then take place at the area of origin i.e. does not require travel. In addition, there may be a value in organizing dialogue sessions at the end of go and see visits or even after the visits. This is because questions may arise as a result of the visit.

The preferred modality may differ according to context but understanding the preferences of IDPs is key and may require an adjusted approach depending on context, Overall, the objective is to ensure that households are able to engage in a dialogue with community leaders and enable them to make informed decisions regarding returns. The way in which this takes place can be adapted depending on the factors mentioned above.

### VALUE OF COME AND TELL VISITS:

As with 'go and see visits', some households think that dialogue sessions with authorities are not necessary or add value. In some instances, households visit their areas of origin regularly, frequently communicate with friends and relatives about conditions or may have existing relationships and contact with community leaders. As with 'go and see visits', and 'come and tell visits' may also not be feasible, either due to lack of availability of community leader and authority counterparts. Also, it may be that the government counterparts take the lead in arranging dialogue and contact with community leaders or authorities and it therefore may not be necessary for other actors to support with this process. Therefore, organizing 'come and tell' visits should be assessed according to the context and the preferences of displaced populations.

### Process for implementing 'come and tell' visits:

There are a number of steps to follow in order to facilitate dialogue sessions at departure locations:

- Inform the registered households through the help desk about the dialogue session: Households can refer to key messages disseminated during the initial outreach and sensitization process for specific details on the Dialogue with community representatives and leaders (see Key Messages in annex of sensitization and registration).
- Organize a timetable for dialogue sessions dividing sessions by community. Organization staff must be briefed and trained on facilitating discussions. If there are a large number of households per community who have signed up for dialogue sessions, there may be multiple sessions conducted for the same community to ensure that group size is conducive for discussions.
- Set up help desks in camps jointly with the relevant government counterpart, such as Ministry of Displacement and Migration (MOMD). Help desks ought to be operational during the dialogue sessions and functional to a) take attendance and b) answer any questions that attendees may have during the Dialogue sessions c) disseminate key messages about the departure process. Households will have the opportunity to engage in more confidential questions with MOMD, related particularly to household facing challenges of freedom of movement, at these help desks. Participating households need a valid ID when attending the visits.

### POST-DIALOGUE:

Following the 'come and tell' dialogue, authority and local community representatives can also indicate whether certain households will face harassment or safety issues during upcoming go and see visits – authorities and community representatives are briefed, during the preparatory meeting, to ensure they are discreet in sharing this information with organization staff.

Households that are not able to return following the 'come and tell' visits due to concerns raised by authorities are informed of the follow up processes to address their displacement issues.

### COVID-19 ADJUSTMENTS



Dialogue sessions with authorities may be possible in camps depending on movement restrictions and the ability to adhere to social distancing guidelines. For example, if there is sufficient space, sessions can be organized in small groups, staff and attendees can be provided with personal protective equipment (PPE). The same principles apply to information sessions prior to dialogue sessions. If it is not possible to adhere to COVID-19 safety guidelines, such as distancing and PPE – as relevant – these sessions should not occur. Information from authorities could be incorporated, instead, into key messages; alternatively, perhaps there would be opportunities to coordinate with authorities and community leaders to establish a direct hot line in case households have specific questions they would like to address to authorities.

## GO AND SEE VISITS

Go and see visits take place in the form of accompanied or self-facilitated visits. Households who are interested in visiting their locations without being accompanied by organizations can do so according to usual camp processes and protocols, usually in cases where households are able to secure their own freedom of movement and arrange their own transportation.

Whether visits are self-facilitated or accompanied may depend on a number of considerations:

- In some contexts, IDPs regularly visit their areas of origin and may prefer the flexibility and agency to make their own arrangements. Some households, with freedom of movement, may even prefer to stay overnight or take time to visit relatives during the visit.
- It may also that facilitated visits are more challenging when areas of origin are dispersed or far away, in this case, self-facilitated visits may simply be the most viable option, with all other factors to bear in mind regarding IDP preferences and safety.
- In addition, in some cases, it has been reported that households with accompanied visits; where households travel on convoys or in larger groups, supported by organizations, are more visible and therefore more likely to attract attention by security counterparts or community members. Therefore households, in fact, may feel safer if not being associated with a facilitated visit.
- However, there may be cases where households prefer to be accompanied and feel safer with organization presence during movements. In addition in case households face challenges reaching their destination during self-facilitated visits, agencies perhaps barely able to react to support these households.

### ADDRESSING SPECIAL NEEDS DURING VISITS:

- Persons with special needs, who are interested in voluntary departures yet are not able to participate in visits, can nominate an individual to participate on their behalf; however, the individual has to be from the same household and both documents for the actual head of household and the nominated candidates to be presented in order to authorize the visits.
- Where feasible, arrangements should also be made to address the need of head of household with special needs, persons with disabilities, or lactating women, who intend to join visits.
- It is encouraging that, where feasible, only the head of the household attends go and see visits to keep a small size of group and the keep the visit discreet.

### Preparing for Visit

Prior to visits, a number of steps are required to ensure movements are safe and households are supported throughout the visit process.

- **Coordination with partners for support:** This includes coordination with a) Mine Action actors to ensure availability to conduct risk awareness session prior to departure b) coordination with protection actors for availability of psychological first aid prior to visit and upon returning and c) coordination with health actors in case of need of health support during visits. Mine Action (MA) partners provide ongoing comprehensive MRE to households in camps, therefore such briefing is considered a refresher. In case there have not been prior briefings, separate sessions should be organized in coordination with MA partners.
- **Destination help desks:** Help desks hot spots are formed in the area of origin to assist in supporting households participating in go and see visits. Locations are identified with the support of local authorities and community representatives. Help desks hot spots operate for several hours throughout the day considering the varying arrival times of beneficiaries. Help desks should be in central areas within the community that are deemed safe (i.e schools, community centers, religious landmarks, football fields, parks). A map of the help desks shall be developed and shared with the focal points as well as households going on visits.
- **Establish help desks in the camp:** Within the camp, help desks to be set up to take attendance and register those going on the visit on a given day.

### ACCOMPANIED VISITS:

- **Access Clearance:** During the initial registration process, Camp management and/or organizations facilitating the overall 'go and see visit' can coordinate with MOMD to ensure presence in the camp so that households can directly seek movement permissions. MOMD will inform households (as well as the organization facilitating visits) that movement permissions have been secured prior to visits.
- **Notifying households:** Those who have been cleared through the access clearance shall be notified of the date of the first visit, date of orientation, and logistic details (property documents, ID, layout of the visits).
- **Division of Destination area and assigned Group of Focal Points:** The destination community is divided into geographic sections and households are grouped in line with their shelter or land was/is within the community. This ensures each group is small – for discretion.
- **Arranging transportation and Convoys:** Transportation is arranged for accompanied visits, including, if required, escorts in the case where it is deemed necessary due to safety concerns. The number of convoys depends on the number of communities selected at a given time. However, it is recommended that the number does not exceed two, in order to maintain low profile visits.

### ACCOMPANIED VISITS - CHECK-POINT CLEARANCE:

For accompanied go-and-see visits, it's preferable to organize clearance letters that each convoy can present when passing through check points. Based on lessons learned, during previous movements, even when formal approval was provided, in the absence of an accompanying letter, many movements were delayed by repeated questioning at check points. In reality, it is not always viable to obtain these letters – depending on the area –yet exploring all possible ways to document and ensure clearance is obtained and communicated to all counterparts is essential for minimizing disruptions and delays during travel to and from visit locations.

### Day of Visit

The exact agenda for visits will depend on the time available at the destination and the size of the group. Below is a general guideline.

#### PRIOR TO DEPARTURE FROM THE CAMP

Individuals are picked up from each designated sector within the camp and are taken to the camp management office to register – registration includes presentation of IDs and cross-checking attendance with access lists. Individuals are then assigned focal points based on the location of their shelters/homes (if they were previously shelter owners). Households who decide to stay overnight in the areas of origin need to sign a waiver to confirm that they will not be returning with facilitated transportation.

#### UPON ARRIVAL AT THE DESTINATION

Households will be dropped off at designated help desks upon arrival where groups of households will then participate in visits to areas within the community e.g. markets, farmland, to see their homes/shelters, depending on the visit agenda. Households may prefer to independently visit areas in the community once they arrive or be accompanied with a focal point. Organizations may consider visits to rental properties to provide households with an understanding of the rental market or may arrange more tailored visits such as to agricultural lands.

#### \*DIALOGUE SESSIONS WITH LOCAL AUTHORITIES AND COMMUNITY LEADERS – BOTH SELF-FACILITATED AND ACCOMPANIED

In the case where dialogue sessions take place at the area of origin, this is normally the first stage of the visit. For full details, see previous section. Note, this session does not take place if dialogue has already been facilitated at the camp, prior to go and see visits

#### DEPARTURE AND RETURN TO CAMPS:

Household are gathered at area of origin help desks prior to departure. Upon return to the camp, a debrief is conducted with households to seek general feedback on the visit and households are informed that they will be contacted for a post-visit survey

## PRECAUTIONS:

Emergency help lines will be in place and on standby for any instance in which the participating individual feels they are at risks during the visits. Household who have concerns regarding visits ought to communicate this in advance to service providers using existing feedback mechanisms. A specific help line will be available for those conducting self-facilitated visits in the event that they face any challenges at check points.

## Post-Visit

A post-visit survey is administered within 48 hours of the visit with individual household representatives. This could be conducted tent-to-tent or via the phone but in confidential manner. Households are asked questions in respect to:

- The status of service functionality in their area and how this affects intentions to return.
- Perceptions of safety and security, including whether they would feel safe returning.
- Intentions to return – i.e. whether they still remain interested in returning.
- Perceptions of the household to identify income generating opportunities upon returning
- Information regarding plans for renters.
- Top 3 needs to facilitate their return.

See annex for full survey. The objective of the survey is to confirm whether households will remain in the process of facilitated departures. The survey is administered in the form of discussion to ensure the various concerns and comments of households are adequately captured.

## COVID-19 ADJUSTMENTS



Go and See visits are unlikely to be viable in the event of COVID-19 movement restrictions, as well as challenges to ensure sufficient distancing on transportation. It may be possible in small groups, with large transportation, however, this will need to be assessed depending on circumstance. In most cases, go and see visits will not be possible, as access to camps may permit dialogue sessions with local authorities visiting camps can be considered instead to substitute go and see visits.



## PHASE TWO

# COMMUNITY ASSESSMENT AND PLANNING

- Community Participatory Assessments and Planning
- Community Implementation Plans

## OUTCOME

Once locations of prospective settlement are identified where returns – or in some instances relocation - are deemed feasible, community level assessments are carried out to map needs with the view to inform area-based interventions aimed at making conditions in areas of settlement conducive for sustainable returns and reintegration processes. Through a community consultative planning process, engaging both community members and local authorities, conditions are assessed, and a community owned and driven implementation plan is developed to outline action to respond to the needs identified. The overall objective is to take a holistic approach to address barriers to return and reintegrate, with a view to achieving durable solutions. Thereby, this will lead to addressing broader community level barriers to return and ensuring that the needs of returnee households and host community members receiving arrivals are taken into consideration.

1



### COMMUNITY-LEVEL CONSULTATIONS AND NEEDS ASSESSMENTS

These guidelines outline a proposed approach to identifying community-level needs. The methodology is framed around community inclusive and evidence-based consideration. This will include consultations with local authorities and leaders, a validation process that takes into account the inputs of a diverse range of community representatives, mapping of community structures, and prioritization of interventions through government roundtables, partnerships through technical assessments before a final roundtable with government and authority counterparts is set up to confirm joint plans.

2



### COMMUNITY IMPLEMENTATION PLANS

Once community needs identified and prioritized, local counterparts translate these into plans, which take into account available resources and capacity, as well as commitments by local counterparts. Organizations should also identify appropriate committees and community structures that will take ownership of plans and both drive and monitor their implementation. Confirmation plans are community driven, and this is important for sustainability.

3



### KICKING-OFF AREA BASED INTERVENTIONS

Plans then guide the implementation of coordinated area level interventions. Area-based interventions are linked to broader needs and priorities of communities receiving arrivals. In addressing these needs and priorities, interventions bring together humanitarian, stabilization, development, and peace-building actors to respond to the dynamic needs of communities. Implementation of area-based interventions are further elaborated on in phase IV of the toolkit.

## COMMUNITY NEEDS IDENTIFICATION AND PLANNING

### OVERVIEW

Upon the completion of Phase One, organisations should now have a final list of households that have confirmed their intention to return as well as a final list of locations where returns will be supported. The next phase is to focus on identifying needs at areas of origin with the view to:

- Address community-level barriers to return – such as functionality of infrastructure or services - which would also benefit existing populations in the community. This informs holistic area-based approaches to interventions that takes into account the needs of returning IDPs and existing populations, as well as community level service and infrastructure needs.
- Inform household interventions based on the vulnerability and identified needs, and not by status or profile. This also mitigates the risk of tensions between prospective returnees and existing populations due to perceived or real disparities in the provision of assistance.
- Avoid supporting an individual community without consideration for communities in proximity as this could lead to tensions. Taking a subdistrict level approach would therefore be more efficient and will ensure a wider impact, capturing not just those communities affected by returns, but the broader area.
- Ensure the inclusion of underrepresented groups and minorities in efforts to understand community needs; also make effort to consider age and gender diversity and engage specific needs groups, female-headed households, and persons with disabilities.
- Build on the information gathered to develop plans and priorities jointly with community members, authorities and local leaders, to ensure a community-owned, and driven, approach to durable solutions.

This section outlines one possible approach to identifying needs and priorities at the community level, in areas of origin, as well as developing joint plans and priorities with stakeholders in the community. Notably, the guidelines are not prescriptive. There is a wide range of approaches and tools that will ensure organisations are equipped to make evidence-based decisions and assess needs according to agreed standards. Most assessment exercises as part of departures can utilise existing cluster, or organisation specific, tools, and organisations may have developed their own approaches to creating plans and joint priorities with communities.

### COVID-19 ADJUSTMENTS



In the event of movement restrictions, it will not be possible to conduct meaningful and consultative planning without direct dialogue and engagement. Preparatory steps, and elements of needs identification and planning can take place remotely – for example, mapping out existing activities and services in an area, remote consultations with key counterparts on needs, using existing information to identify key priorities. In all cases, eventually, a group dialogue will be required to build consensus around priorities and who will be taking ownership over different elements of the plan. In the event that there are no movement restrictions, this can proceed with effective COVID-19 risk mitigation measures, such as physical spacing, adequate hygiene practices, face coverings, if appropriate.

Community Assessment and Area Level Planning Methodology

1. Location Selection	2. Participatory Need Assessment	3. Government Roundtable & Community Implementation plan	4. Multi-sectoral Area Based Interventions Implemented
<p><b>a. Review locations from registration help desk</b> in areas of displacement, where IDP populations have registered their departure intentions and prospective areas of settlement.</p>	<p><b>b. Conduct stakeholder mapping</b> at the local level and their areas/ scope of responsibilities to outline power dynamics within the respective area.</p>	<p><b>c. Facilitate government roundtable</b> with local authorities and relevant governmental directorates to detail interventions, target locations, target beneficiaries, determine sectoral actors responsible for implementation, timeframes, expected outcomes, required resources, and government commitments to address needs.</p>	<p>(detailed in Phase IV)</p>
<p><b>a. Prioritize communities</b> by intersecting locations from the help desk <i>with IOM Displacement Tracking Matrix Return Index</i> to prioritize locations based on the severity of conditions.</p> <p><i>*The DTM integrated location assessment (ILA) is also reviewed to support location selection for out of camp interventions with locations with higher concentrations of IDP populations reviewed alongside various indicators including shelter, access to basic services, and livelihoods.</i></p>	<p><b>b. Facilitate community consultations</b> first with key informant interviews with identified stakeholders to uncover subdistrict level and cluster of community level general information of needs and community social dynamics.</p> <p><i>Conduct participatory planning, needs assessments, and community asset mapping through focus group discussions with members of the community, with representatives from the IDPs, returnees, and host community with age, gender, ethnic diversity maintained.</i></p> <p><i>*Sectoral assessments may then be carried out for more in depth sectoral findings such as labour market assessments, shelter damage mapping, conflict analysis assessments, and community level protection monitoring.</i></p>	<p><b>a. Draft the community implementation plan</b> which outlines a plan of action considering priorities identified through the townhall and community discussions; technical assessments and feasibility of projects identified; the outcome of coordination with other actors in the area identified through the mapping exercise conducted; existing community structures, highlighting where specific structures may be responsible for the implementation; and essentially interventions government and organizations can support and the proposed timeline to do so.</p>	
<p><b>a. Map partners and their capacity</b> to understand presence of service providers within the location and ongoing operations to later facilitate coordination and resource mobilization to roll out the community implementation plan.</p>	<p><b>b. Prioritize community needs</b> first through <i>survey where affected population rank sectors to determine those seen to be in most need by the community.</i> This is followed by further <i>technical assessments to identify the scope and anticipated cost</i> of interventions, prior to confirming the inclusion of these projects as part of final community implementation plan.</p>	<p><b>c. Conduct household and individual level profiling</b> using household profiling tools of returnees, IDPs, and vulnerable host community populations to determine household socio-economic vulnerabilities to inform an individual level needs including shelter, HLP, livelihood, basic service, protection, and MHPSS needs.</p>	

## COMMUNITY-BASED NEEDS ASSESSMENT AND PLANNING

Identifying community-level needs requires an inclusive approach which ensures:

1. Engagement with community members, including specific groups such as people with special needs, female-headed households, people with disabilities.
2. Inclusion of underrepresented groups and minorities in efforts to understand community needs.

Many key stakeholders have been identified during the initial risk assessment and sensitization phase. It is important to build upon this initial mapping and engagement to map out additional community structures and committees that may need to be further engaged in the process. The key guiding principle to this stage in the process is that the identification of needs must be driven by authorities and communities, in a participatory manner. Organizations, where relevant, perform a facilitation role.

Overall, the approach adopted may differ depending on the size of the community, the number of communities within a particular sub-district where returns are being supported, the number of key stakeholders and community leaders that need to be engaged as well as the scale of returns

For example, in an effort to seek inputs from key stakeholders, it may be necessary to conduct sessions with the participation of sub-district level authorities, as well as community leaders, as there are a number of reasons why it may not be feasible or appropriate for interventions to be confined to individual communities:

Many services, such as water and electricity are not supplied at the community level but rely on sources which are outside of the community, i.e. identifying needs or addressing issues with these services requires a broader approach which will likely benefit a wider catchment area rather than the community alone

Similarly, the technical responsibility for specific services, such as education or health, is often beyond the community level, led by government subdistrict or district level technical focal points

In contrast, if an organisation is facilitating returns of, for example, five households to one community only, being consultative may not require a lengthy process and could be limited to the individual community i.e. centring questions around the community and working outwards, where relevant, to look at types of services and interventions that would require a broader lens. Alternatively, if an organisation is supporting a limited number of returns to one community in



one sub-district, while also facilitating a significant number of returns to multiple communities in another sub-district, they may choose to prioritise more comprehensive interventions for the sub-district which is likely to face a bigger impact from a high level of returns. It can still then be possible to support more limited community-level interventions in the location where a limited number of households are returning to one community only. Organisations will therefore likely exercise discretion in their approach depending on context and existing capacity. As an illustration, below is a three-step process that can be taken for a subdistrict level approach. Facilitators need to be well-trained and highly skilled to support in bringing together multiple-stakeholders and reaching conclusions around community priorities.

### Step 1 KEY INFORMANT INTERVIEWS BRINGING TOGETHER COMMUNITY LEVEL LEADERS AND AUTHORITIES

Initially, interviews can be organised, bringing together community leaders, such as Mukhtars - from multiple communities in the sub district that are facing returns - as well as sub district level authorities. The session can be structured in two parts:

- The first stage includes briefing community leaders and authorities on the general purpose of the interview as well as the obstacles to return that have been identified by IDPs in displacement locations (through information gathered during profiling and initial registration).
- The second stage includes a questionnaire used to focus on specific issues or themes e.g. water supply, livelihoods.

For example, questions on household average level of water consumption or functionality of individual facilities - whether health, education and so forth - requires more dedicated assessments upon completion of both the key informant interviews and the community surveys (see below) where technical assessments allow for more detailed service mapping and an ability to assess the feasibility of projects (see below). By the end of the interview, there may be a list of priority issues which affect multiple communities within the subdistrict as well as a list of key issues which affect individual communities. For example, while all key informants may report that water supply is an issue which affects all areas, it may be identified that there are one or two communities that have a lack of access to electricity.

The interview are also an important opportunity to obtain information regarding existing projects that are underway in the community, including mapping activities of other

humanitarian, stabilisation and development partners with the view to avoid duplication or to collaborate once priorities have been agreed. Information provided leaders during the interview should be triangulated with information available through clusters and existing coordination mechanisms as well as available 4W data. (See below for key informant interview questions).

### Step 2 FOCUS GROUP DISCUSSIONS WITH COMMUNITY MEMBERS TO GATHER FEEDBACK ON THE PRIORITY NEEDS HIGHLIGHTED DURING TOWN HALL

Following the town hall discussion, to verify the identified priorities with community members, organisations can conduct focus group discussions with community members. Ideally, participants will include a range of female headed households, youth, community leaders, teachers, doctors, farmers, business owners, unemployed people, returnees, host community, different ethnic profiles that make up the demographic of the community or persons with special needs or disabilities, i.e. a wide-range of representatives. It is then also possible to capture if specific groups have distinct needs that they would like to address i.e. the objective is to not only focus on the most commonly cited needs. . Specific needs not cited nor known by the majority of the community remains important factor in potential interventions for some groups with special needs.

As noted earlier, participants for community key informant interviews can be identified through a process of mapping of key community structures, which will also be important for identifying relevant focal points to support the implementation of plans (see next section). At this stage, through mapping of these community structures, participants for the focus group discussions can be identified through contact with:

- Community leaders (mukhtars, tribal leaders, sheikhs,, religious leaders etc.)
- Local NGOs
- Schools, universities, hospitals, private businesses
- Volunteers groups
- Community Structures: elderly committees, youth councils, volunteer groups, active individuals, NGOs that have outreach groups & mobilizers etc.)
- Community committees

Once identified, ask the participants about their community rather than sub-district, with participants identified across different communities in the sub-district (or clusters of communities that are in close proximity, where relevant). The discussions outline the priorities identified during the key informant interviews and asks community members to also communicate their priorities, proposed solutions, and to map community structures and resources that can contribute to responding to the identified community needs. Thus, Participatory assessments and planning facilitated by the FGDs gives community members, the opportunity to contribute to community informed plans. Following the completion of the FGD, community mobilizers facilitate a short survey in which a large sample participate to rank priorities and identify needs.. When analysing survey results, it would be possible to see whether community specific needs differ to the needs of sub-district level and whether the priorities identified during the townhall converge with priorities identified by the community members. See annex glossary for full questionnaire for FGDs and survey).

## Step 2 TECHNICAL ASSESSMENTS BASED ON IDENTIFIED TENTATIVE PRIORITIES

During step three, it is necessary to conduct further technical assessments for more in depth analysis of community level sectoral needs. This may include technical infrastructure related assessments, labour market assessments, shelter damage mapping etc. The overall objective is to identify more in-depth sector specific findings as well as the scope and anticipated cost of projects, prior to confirming the inclusion of these projects as part of final agreed priorities. Technical assessments may lead to the conclusion that a project is not feasible and therefore cannot be included in final plans e.g. a technical assessment of the main water station or network may conclude that there is a broader challenge that requires a central government response.

Note, Needs highlighted at the household level will not require similar technical assessments to confirm feasibility at this stage, e.g. if livelihoods are the key challenge, and this is commonly accepted. It is possible to agree on listing livelihoods as part of final plans before conducting widespread household assessments, which would rather be the initial step of implementation than a preliminary step to confirm the viability of the project. By the end of stages 1, 2 and 3, there should be a tentative list of potential interventions to discuss with technical government counterparts and authorities. This next step is detailed in the following section.

### PRIORITIZATION OF LOCATIONS:

When area-based interventions are developed, organisations may, at that stage, choose to begin facilitating returns to areas where overall needs are less extensive or areas where they are more confident a more comprehensive package of assistance can be provided - due to a range of factors such as their existing footprint, accessibility, presence of other service providers or capacity of local authorities to contribute to realisation of plans. This does not negate the general commitment to supporting all households who express a voluntary intention to return - where it is feasible and safe to do so - but rather recognises that some basis for prioritisation and the order of departures may be necessary due to practical considerations around resources and capacity. For example, in some locations, there may already be community plans to address key priorities - these could then be refined and reviewed in light of potential anticipated returns.

## GOVERNMENT ROUNDTABLE AND COMMUNITY IMPLEMENTATION PLAN

Once tentative priorities have been identified through a consultative process, and technical assessments have been conducted to assess the feasibility of large-scale, community-based projects, it is necessary to provide feedback for the original participants of community consultations, as well as additional technical counterparts of authorities in order to agree on a final list of priorities. The final list of priorities is then reflected in a community implementation plan, which is the framework for implementing activities that have been prioritised during the community focus group discussions and community surveys. The commitment to address identified priorities is not limited to individual organisations, which are facilitating returns. To ensure that plans are community owned and driven, and ultimately led by government counterparts, it is important for governments, local authorities and leaders to also outline how they can lend support in terms of specific interventions. It is also necessary to effectively coordinate with other actors – which were mapped out during the townhall discussion or through existing 4Ws data and clusters - to support through interventions or to ascertain those interventions are not

already underway. The ultimate responsibility rests with government and authority counterparts to avoid duplication and facilitate coordination between humanitarian and non-humanitarian actors, although there are various coordination platforms that may already exist to facilitate this task.

Besides, it will not be viable for every organisation to work at scale to offer a full range of comprehensive services; therefore, plans need to be realistic and achievable, reflecting the joint commitments of multiple stakeholders. Once feasibility of large-scale projects has been assessed, as well as existing resources and capacity, the plans are not likely to include all of the priorities highlighted during townhall and community discussions. However, it is important that there is a holistic view of needs in the community and a coordinated effort to address overall needs, while keeping in mind limitations of available capacity and resources.

Below is a proposed approach to finalising plans, as a continuation of the process outlined in the previous section.



## COMMUNITY PLANNING

To ensure a feedback loop, organisations can support the development of community plans by facilitating a roundtable discussion bringing together the initial participants of the townhall while also including decision-makers such as focal points from technical government departments. Proposed priorities can then be presented to the participants of the townhall as a summary of the outcome of the townhall and community key informant surveys. It is then recommended that a proposed draft plan is brought forward as a basis for discussion, building on the following:

- Priorities identified through the community discussions in step 1 and 2, taking into account technical assessments and feasibility of projects identified in step 3 above.
- The outcome of coordination with other actors in the area (identified through the mapping exercise conducted during the townhall or through cluster/4W data) to note where interventions are already underway or planned.
- Mapping of existing community structures, noting that it is important to note where specific structures may be responsible for implementing specific activities and where working through existing structures is essential.
- Interventions which the organisation facilitating departures can support and the proposed timeline and steps to do so.

Having an initial basis for discussion will enable a focused roundtable to detail interventions, target locations, target beneficiaries, and determine who is responsible for implementation, timeframes, expected outcomes, required resources and so forth (see example in annex). It is also another opportunity to cross-check whether any of the priority interventions are already underway by other actors or part of existing plans. Where relevant, the government counterparts may invite other organisations operational in the area to join these roundtable discussions.

During the roundtable, it is also important to agree on a committee of community representatives who can assume responsibility for implementation of the plan. There may already be existing community committees or leadership structures that would be responsible for overseeing similar plans. For example, in some communities, it may be stated that the mayor and/or mukhtar is responsible for leading the implementation of such plans and therefore proposing a broader committee of community representatives may not be accepted. Organisations should be sensitive to power dynamics, thereby ensuring that whether a committee or specific focal point is responsible for overseeing a plan, that this person or group is accepted and recognised by both the

authorities and the community. Where a clear focal point or committee for overseeing the implementation of the plan does not exist, organisations may facilitate the set-up of committees ensuring:

- The establishment of a committee is led by authorities
- Roles, responsibilities and goals are clear.
- That the committee is accessible, transparent and accountable
- That the committee is inclusive, representative and allows for meaningful participation, including members of the community

This will not be feasible during the roundtable discussion but can be an agreed task as a follow up. Thereafter, organisations will need to regularly coordinate with this committee, as well as other existing structures in the community, but should not be the main driver of plans. This is to ensure sustainability by striving for a community-led and owned approach. It should be noted that the more complex the plan, the less likely it is to be community driven, therefore remaining realistic and keeping plans simple and clear is desirable.

## FORMALITY OF PLANS

Finally, how formal and detailed plans are will depend on a number of factors. The process outlined above will undoubtedly be adjusted according to the number and scale of priority activities identified, number of households that are part of departures, the size of the community, number of existing community structures, whether the plan is at the sub-district or community level and so forth. For example, if there is a very small rural community, a limited number of returns, few community structures to work with, limited capacity and resources of local counterparts and few to no other operational actors in the area, the plan may be limited. If an organisation then develops an implementation plan for themselves, with the commitments they can make to support the community, this is not considered a community plan – which is locally owned and driven. However, the process can still entail coordination with other actors if any urgent needs have been identified and it is still consultative and participatory in the sense that inputs from community members and community leadership will be sought. However, this will mostly be intended to endorse the general organisational implementation plan – as part of general good practice to coordinate with local counterparts – rather than to create joint plans or identify a community committee to oversee the process.

In addition, there might be other multiple organisations operating within a community and existing plans may have

already been developed as part of previous interventions or coordinated area-based approaches. Extensive consultations may simply duplicate these processes and therefore it is better to begin with existing plans and see whether any modifications or updates might be required. In the event that multi-sector plans have not been developed, there may be area-based plans developed by clusters for specific types of interventions e.g. Shelter. Organisations should identify existing initiatives through regular engagement with existing coordination mechanisms, availability of 4W data and mapping of actors, while noting that durable solution plans are not strictly humanitarian and will require a much broader scope and perspective to ensure sustainability.

Once again, in the spirit of these general guidelines, organisations will frequently need to assess the best approach depending on the specific community and context, while adhering to core principles of take area-based approaches to the extent possible, factoring in the needs of the community as well as households returning, and striving for community ownership.

### Community Level:

Many identified priorities are likely to be linked to restoration of infrastructure. This may include electricity, water stations & networks, health services or education i.e. interventions which will benefit the overall community and are not linked to individual household beneficiaries. Organisations can begin further technical assessments (building upon step 3 from above), or even begin implementation of works, prior to departures. Given the scale of the interventions, these may continue for many months, if not longer, after returns. Their completion, therefore, is not a prerequisite for returns.

### Household Level:

Priorities identified by the community may also target household level beneficiaries. For example, it may be the case that there are specific areas within the community where many households are living in unfinished buildings or damaged shelter and where individual support to household shelter solutions are required. At this stage, further in-depth assessments can take place to identify target beneficiaries through vulnerability assessments or damage assessments.

### Individual-level:

Alternatively, it is noteworthy to point out, for example, that there is limited specialised support to persons with special needs, requiring identification of individual cases for referral. This could possibly be combined with community level interventions such as mobilising organisations to establish support services and community centres for this population group.

Area-based interventions are likely to overlap with the specific return obstacles identified through profiling at displacement locations prior to departure. For example, if a household has identified that they require support with livelihoods and this was also an identified area-based priority, the returning households will then be incorporated into the broader caseload identified in the community for livelihoods interventions (through in-depth livelihoods assessments within areas of origin). Where a household has identified a return obstacle, prior to departure, which does not overlap with community priorities, referrals and specialised support will still remain available. In all instances, area-based plans can begin prior to the departures.

## EXAMPLE OF COMMUNITY PLAN

Sector/ priority area	Focal Point	Expected Outcome	Activity & Technical details	Estimated Budget	Estimated Number of direct beneficiaries	Community Contribution	Government contribution	Phase Out/ Sustainability	Time Frame
ELECTRICITY	Organization X jointly with government	Access to electricity to over 100 households currently not connected to the network	Rehabilitation of electricity network  Install new HV power line (about 9000m) and new HV poles (about 13 poles).  Install new LV power line (7000m) and new LV poles (about 21 poles).	50,000	More than 2500 Individuals.	Majority of both skilled and unskilled labour will be from the community	DOE will cooperate with Org X during implementation and committed to provide periodic maintenance for the electricity network and sustain the project after implementation.	The DOE to provide awareness to the population to save the electricity by decreasing consumption as much as possible.	Mar – Dec 2021
HEALTH	Organization X jointly with government	Access to a medical center within the community	Rehabilitate existing building:  Install doors and windows  Install electricity system  Repair sanitation system  Painting internal/ external walls  Supply medical equipment  Supply furniture for the medical house	45,000	More than 2500 Individuals.	Majority of both skilled and unskilled labour will be from the community	Department of health in will provide the required medical staff to operate the medical house after implementation.	DOH will conduct an awareness campaign as well treatment and Vaccinations	Jan – June 2021
ROADS	Government	Improved road access to community	Gravelling and cement	20,000	More than 2500 individuals	Majority of both skilled and unskilled labour will be from the community	Government counterparts to lead entire activity	N/A	Sep – Dec 2020
SHELTER REPAIRS	Organization X	Households have access to safe shelter	Shelter repairs	70,000	200 households	Households involved in own shelter repair	N/A	N/A	Sep- Dec 2020



## PHASE THREE

### FACILITATE SAFE DEPARTURES

- Departure support services
- Activities during movement
- Activities upon initial arrival in locations of settlement

## OUTCOME

Phase three focus on activities to facilitate departures. Departure related activities have three core components, 1) Departure support services 2) Activities during movement, and 3) Activities upon initial arrival in locations of settlement. The overall objective is to ensure that households are informed, safeguards are in place to facilitate safe movement from locations of displacement, support services are available to help households meet their immediate needs upon arrival, feedback mechanisms are available, and households are enabled to access relevant services and assistance to support them during the transitional stages towards (re)integration.



## Departures: (Before, During, and After)

### 1 BEFORE THE DAY OF DEPARTURE

Departures can be accompanied, where organizations make necessary arrangement to organize the movement of households, or self-facilitated with households provided with assistance to independently arrange their departure. Whether accompanied or self-facilitated, households are provided with the necessary information and material assistance for them to organize their travel and depart to their locations of destination. Ahead of departure, households are engaged in information sessions and provided with information on packages to prepare for departure and initial arrival. Information includes: 1) logistic details

concerning the day of departure and support services, 2) Information on community centers and area of destination help desks locations, 3) service providers present in the areas of destination, 4) details on emergency lines active during the days of movement and additional help lines to support with feedback to service providers post arrival, and 5) relevant key messages to inform households on activities that will take place after their arrival such as assessments, referrals, and post settlement monitoring. Information sessions are followed with provision of departure letters for households, health screenings, and transportation cash grants to help households departing through self-facilitated means. Host community sensitization through an initial meeting with respective governmental counterparts, sub district mayors, and municipal level authorities. Following confirmation with host community representatives, multi-level security clearances are facilitated with all relevant stakeholders.

### 2 DURING THE DAY OF DEPARTURE

On the day of departure, households are provided with contact details of emergency help lines when checking in at the help desk. These lines are activated during movement to support households in case they run into issues during movement or exposed to protection risks, including restriction from accessing the area of destination, harassment at checkpoints, detention, family separation etc. Focal points oversee the departure emergency lines and are in contact with protection partners on standby to ensure rapid response to household needs. During movement, family size at the time of departure is confirmed as well as any households with specific needs (pregnant or lactating females, persons with disabilities, persons with chronic illness etc.). Local authorities and security actors are notified of the movement and households are contacted at the end of each day of movement to confirm a safe arrival.

### 3 AFTER DEPARTURES

Once household arrive in their locations of destination, area of arrival help desks are established within community centers and in other appropriate locations. At the help desks, households are provided with departure grants<sup>9</sup> to help households address their immediate needs. While at the help desks, households also participate in household profiling to determine multisectoral needs and level of vulnerability. Upon completion of profiling, where vulnerabilities are detected, referrals are facilitated based on the availability of services. Follow up protection monitoring takes place within the first two weeks of arrival with households contacted to participate in short follow up phone-based surveys or check in calls administered by the Iraq Information Center (IIC). Household level protection monitoring then takes place to identify any protection needs that households may have following their departure. Where case management needs are identified, referrals are carried out and the designated protection actor within the location of settlement initiates services.

<sup>9</sup> These grants aim to support households in the initial phase of return to cover costs the household might incur as a result of arrival in a new location – such as rent, minor rehabilitation of shelter, connecting to electricity, house items -. The grant will be provided by the organization.

# FACILITATE SAFE DEPARTURES

## ACTIVITIES

The departure stage focuses on three key activities:

### 1 PRE-DEPARTURE SENSITIZATION AND COORDINATION WITH COMMUNITIES AND CAMP MANAGEMENT

### 2 DEPARTURE SUPPORT SERVICES

#### 1. PLANNING, COORDINATION AND SENSITIZATION

While the entire departure process entails continuous and close coordination with authorities and camp management, careful coordination is particularly critical in the days just prior to departures. Referring back to the very start of the departure process, organisations facilitating departures should already have a kick-off meeting with camp management so that roles and responsibilities are clear, and timelines are also agreed. However, as the process for departures is complex, there are many ways that timelines may be revised, and approaches may need to be adapted in light of shifting circumstances. Therefore, a dedicated meeting to plan the departure itself is necessary given the important role of camp management in supporting the process. It's also important that camp management, and other actors in the camp, are aware of the departure to ensure they are equipped with key messages and responses to frequently asked questions, while also anticipating any potential disruptions to regular activities.

Similarly, as outlined in both Phase 1 and 2, up until this point, organisations have worked closely with local authorities and community leaders, whether to assess risks associated with returns for particular communities, whether to conduct area-based needs assessments or to even develop community plans. However, prior to departures, close coordination with local community leaders is required to support with sensitisation at the community level and ensure that there is an understanding of how returns will take place, on which particular dates and so forth. This coordination can take the form of meetings with the key stakeholders in the community who have been identified in preceding stages.

In some cases, as noted in Phase 1 guidelines, it may be the case that risk assessments and initial sensitization do not take place and, as such, either the government has led host

community sensitization or there has not been extensive sensitization until this point. If the latter, it is important that all key actors are identified and engaged including community leaders, community centres and structures as well as security counterparts to be informed of upcoming returns. If government counterparts take the lead in this sensitization, it will not be necessary for organisations to intervene.

While local community leaders and authorities should primarily take the lead in sensitising the population on an on-going basis, at this stage organisations may want to share information with community members regarding complaints and feedback mechanisms. This could be shared via community centres, text or other channels depending on whether organisations have previously worked in the location or not. The objective is to ensure that there are ways that host community households can outline any concerns or feedback should they wish to do so following the returns - it is not intended to send a specific alert or notification of return dates.

#### COVID-19 ADJUSTMENTS



In the event of COVID-19 related movement restrictions, limited partner presence in locations of departure or challenges with accessing areas of origin, approaches to pre-departure coordination can be adjusted. Coordination with camp management and areas of origin can be remote, while there will be greater reliance on a number of key community focal points to take the lead with community sensitization.

#### Pre-Departure Messaging and Sensitisation

The messages shared in annex 1 Phase one guidelines remain valid for pre-departures. The messages outline the following:

- Presence of static help desks in case households require further information
- What households can expect after profiling – including referrals and assistance packages, while stressing that assistance is strictly informed by needs, identified vulnerabilities and available resources, ensuring that expectations are carefully managed. It will also be important to remind households of the general role of humanitarian actors in this process, including the primary lead of the government and authorities.

- Information for households that have both been on go and see visits as well as those who have not – for those who have not, households are offered the opportunity to participate but also informed that they can still depart/benefit from departure assistance if they choose not to participate in go and see visits
- Acknowledging that there may be households that had not initially registered for departures and who may now be interested to find out more- the messages outline that these households can approach help desks in the camp for more information, while noting that whether assistance will be provided does depend on the locations of origin and whether the organisation facilitating departures is present
- Households are informed on the specific support on the day of departure, including transportation assistance
- Households are informed that they will need to undergo a health screening before departing the camp, that they should ‘check-out’ and receive departure letters and information
- Households are informed to bring any school records for children, if available, to support with cross-checking registration for schooling in areas of origin
- Households will also be informed of help desks at areas of origin where they can also have access to information and register their arrival with MOMD.
- Households are informed of what to expect within the first few months of arrival, including a check-in call which will take place within 2 weeks of arrival.
- Finally, households are provided information on complaints and feedback mechanisms

Most importantly, households will be informed of information sessions which will take place in the camp, outlining departure logistics (detailed in the next section). It is also recommended that a set of responses to frequently asked questions are developed for the benefit of other actors in the camp as well as for camp management, building on the key departure messages – this will ensure that a wider range of actors in the camp are equipped to answer top line questions relating to returns, with most responses to FAQs directly households to help desks for further information. A brief presentation of the general process at regular protection and camp management meetings will support this objective.

### MOVEMENT PERMISSIONS AND CLEARANCE:

Depending on the specific context, coordination should take place with MOMD to ensure that movement permissions have been secured/households are aware of how to ensure they have clearance for departure. There should be opportunities, in the camp, for households to directly interact with MOMD for their clearance. This is an essential step prior to departure if this has not already taken place earlier in the process.

### Pre-Departure Activities

Following sensitisation and messaging, a number of steps need to be taken to ensure readiness for departures, including communication with households departing and coordination with other service providers, authorities and actors.

### REFERRALS OF INDIVIDUALS UNDERGOING CASE MANAGEMENT

It can be expected that some of the families that register for the programme might be receiving case management support while in the location of displacement. In order to ensure that families are able to complete or to properly close the case management process, it is important to coordinate with services providers in areas of displacement to inform them of families that are preparing to depart, so that families can be given the option to conclude their case management process or to see support being transferred to their areas of origin.

Although processes will need to be further tailored to each situation, the main steps to follow in order for the agency coordinating registration and departure, should be as follow:

1. Upon registration, obtain the consent of the individual or HH to share non-confidential information (i.e. minimum biodata) with a third-party humanitarian actor (if not already done)
2. The organisation responsible for the initial registration should then share non-confidential information (i.e. minimum biodata) with case management agencies in the area of displacement to allow for cross-checking.
3. Case management agencies to review their case management databases to see if any of the persons concerned correspond to an open case.
4. If a person whose case management is currently open has registered for facilitated voluntary return, the case

management agency should consult with the person to agree on the most appropriate course of action. In practice, there would be 3 options:

- a. closure of the case management file upon departure
- b. transfer of the case file to a different case worker within the same organization, if the organization is in position to provide case management support in the AoO
- c. transfer of the case file to a different organization who can provide case management service in AoO, if the current case management agency is not able to do so.

### PRE-DEPARTURE INFORMATION SESSIONS

- Information sessions should be organised soon after the initial profiling and before departures. During these sessions, organisations can clarify the following:
  - Update households on what has been completed to date relating to departures e.g. profiling, referrals to organisations, coordination with areas of origin
  - Inform households who they can reach out to for specific issues, e.g. if they have any household specific concerns, if they are unsure if their freedom of movement has been obtained.
  - Specific details relating to the departure logistics will be outlined, including:
    - Support with transportation and assets, if relevant
    - Pre-departure health screening
    - Pre-departure 'check out' from camp departure desks, including an exit survey/sks,
  - Specific details relating to activities upon arrival, including checking in at area of origin help desks for the following purposes:
    - Registering with the Ministry of Migration and Displacement
    - Registering children for schooling
    - Information on available community centres
    - Potential registration for shelter assessments
  - Specific details relating to post-return e.g. support available through community centres, check-in calls, post- settlement and (re)integration monitoring surveys that will take place, help lines available.

At the end of the session, households will be asked to fill a brief survey which they can submit, focusing on questions related to departure logistics, including whether households intend to relocate with their tents, have confirmed accommodation for their return, which other assets they plan to depart with, whether there are any members of the household that may need specific assistance during the departure, how they plan to travel e.g. with organisation transport, on their own, as groups – this information is then used to make arrangements for the departure.

See annex for a proposed departure session agenda. The scope of the briefing will need to be adapted depending on the level of assistance available both for the departure process (e.g. transportation) as well as upon arrival in areas of origin.

### COMMUNICATING THE DAY OF DEPARTURE:

It may not be possible to confirm the exact day of departure during the pre-departure session. This could be due to on-going coordination with communities of origin, pending movement clearances and so forth. Instead, organisations may hold pre-departure sessions in anticipation of an imminent movement and subsequently contact households via phone calls to confirm the exact day and time when known.

### MULTI-SECTOR CONSIDERATIONS AND PREPARATION

While preparing for departures, multi-sector coordination is often required as follows:

- **Education:** Education service providers at areas of origin should be identified to be available upon arrival for this registration.
- **Health:** Following coordination with camp management and health actors, a partner should be confirmed as available to conduct health screening prior to departure.
- **Protection:** Protection partners should be identified to be on standby during departures to monitor and, where possible, mitigate risks associated with the movement – such as family separation.
- **Shelter:** As noted earlier, organisations should have a clear understanding of the shelter options available to households upon arrival, and should, at this stage, have identified beneficiaries for specific shelter support – it may also be necessary to make referrals and identify alternative partners to provide this support.



- **NFIs:** Depending on context, it is possible that NFI assessments will take place prior to departure with the view to provide assistance to households upon arrival if key NFIs are missing.
- **Households with specific needs:** Based on findings from the survey conducted after the pre-departure information session, organisations should have identified individuals with specific needs and anticipate any special arrangements required to support their departure.

### COVID-19 ADJUSTMENTS



Pre-departure counselling sessions may be possible in locations of departure depending on movement restrictions and ability to adhere to social distancing guidelines. For example, if there is sufficient space, sessions can be organized in small groups, with people spread out, and staff and attendees can be provided with personal protective equipment (PPE). If it is not possible to adhere to COVID-19 safety guidelines, such as distancing and PPE – as relevant – these sessions should not take place in person and may need to include individual phone calls with households to brief them on the departure process

## 2. ACTIVITIES AND SUPPORT UPON DEPARTURE AND ARRIVAL AT DESTINATION

On the departure day, help desks are set up at the location of departure as well as in areas of origin – although the latter will depend on the nature of the movement, as in case of self-facilitated movements, a help desk to follow up with families in areas of origin might be established a few days after arrival. The specific activities which are expected to take place at help desks are detailed below – for a full checklist see annex.

### HELP DESKS AT DEPARTURE LOCATIONS:

Prior to departure, households are expected to visit help desks for the following purpose:

- To register their departure
- To receive further information and key messages related to departures
- To receive departure letters and fill brief exit survey confirming their voluntary departure and willingness to be contacted for follow up.
- To cross check to confirm all households have documentation necessary to depart camps. Households missing national IDs and/or ration cards should be referred to protection partner.
- For those departing with their own transport, households are included in a monitoring system and are expected to check in at help desks in areas of origin to confirm their safe arrival. Households should have the hotline number in case of any challenges.
- Other households will have been informed of when they are expected to depart and transportation will be arranged, ensuring all assets and belongings are gathered.



#### MONITORING AND SUPPORT DURING TRAVEL:

For those departing with their own transport, households are included in a monitoring system and are expected to check in at help desks in areas of origin to confirm their safe arrival or they will be called at the end of the day by the agency facilitating the movement.

In addition, households will be provided with a hotline phone number in case of any challenges. The households will have the possibility of calling the number in case they experience protection or access issues during travel. The agency operating the hotline number must ensure that arrangements have been made to provide immediate response to the requests, including through provision of protection or access support on the ground if necessary.

#### HELP DESKS UPON ARRIVAL IN AREAS OF ORIGIN:

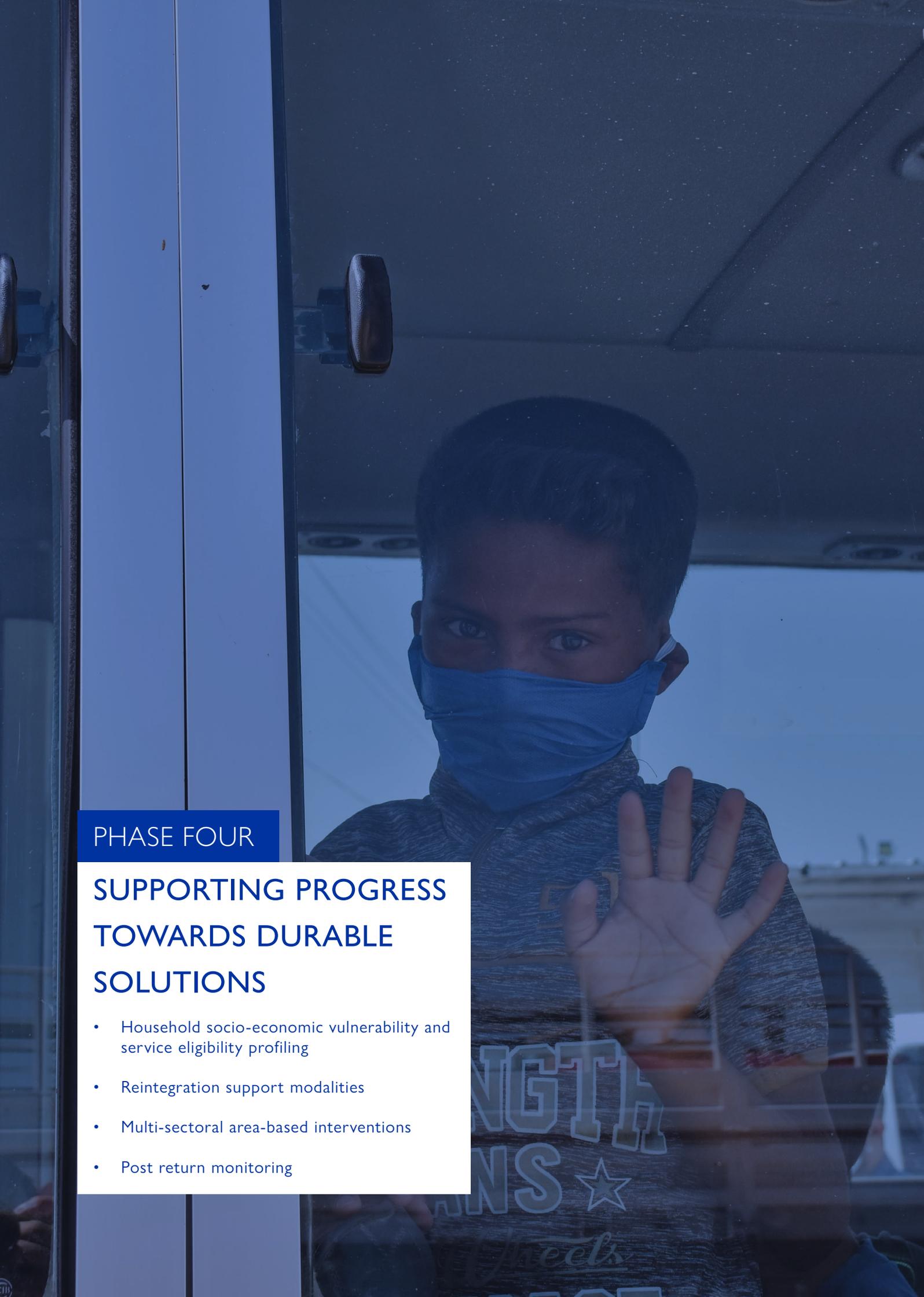
Upon arrival to areas of origin, households are expected to register at help desks for the following services:

- For households to check-in with organisations to ensure safe arrival and trigger protocols in the event of any delays or non-arrivals.
- To receive a cash allowance which is provided to all households upon arrival
- To register their return with MOMD who will be present upon their arrival
- To receive information regarding community centres and contacts
- To receive information on Government of Iraq compensation scheme

#### PREPARING TRANSITS AT CHECK-POINTS:

Both in case of accompanied movement and when families are organizing their own movements, it's preferable to ensure that families carry their departure letters indicating from which camp they are coming that they can present when passing through check points. The other crucial step is ensuring that through coordination with MoMD, security actors are informed about the movement and coordinate with all the relevant checkpoints on the routes to be used by families departing, to inform checkpoints about the expected passage of families.

In case of convoys, these should be provided with a letter to facilitate their passage. Based on lessons learned, during previous movements, even when formal approval was provided, in the absence of an accompanying letter, many movements were delayed by repeated questioning at check points. In reality, it is not always viable to obtain these letters – depending on the area -but exploring all possible ways to document and ensure access clearance is obtained and communicated to all counterparts is essential for minimizing disruptions and delays during travel to and from visit locations.



## PHASE FOUR

# SUPPORTING PROGRESS TOWARDS DURABLE SOLUTIONS

- Household socio-economic vulnerability and service eligibility profiling
- Reintegration support modalities
- Multi-sectoral area-based interventions
- Post return monitoring

## OBJECTIVES AND OUTCOMES

Phase four is crucial to the sustainability of returns and ultimately to enable the longer-term reintegration of formerly displaced populations. In order to support reintegration, medium to long-term interventions across a wide variety of sectors and modalities are required. Phase four activities are structured in recognition that solutions to displacement are progressive as populations transition from humanitarian assistance to self-reliance. In consideration of this focus, phase four exemplifies the multisectoral dynamic nature of the facilitated return interventions where humanitarian, stabilization, and development operations are bridged to ensure a continuum of support to households. Activities objectively respond to the needs of households to secure sustainable returns, whilst detecting instances where it may later be found that returns may not be the most viable solution for households. The phase is framed around a theory of change, depicting short, medium, and long-term outcomes. Phase four can be broken into four areas. 1) Household socio-economic vulnerability and service eligibility profiling. 2) Reintegration support modalities, which include community centres to facilitate targeted service provision, outreach, referrals, information counselling, and feedback mechanisms. 3) Multi-sectoral area-based interventions, where we see the roll out of community implementation plans developed during phase two, and 4) Post return monitoring, which includes households and community level monitoring to measure the impact of the facilitated return intervention and households status in meeting a durable solution. In consideration of this focus, below are the main priorities for this transitional phase:

## 1 SUPPORTING ACCESS TO SERVICES AND ADDRESSING IMMEDIATE NEEDS

- Profiling
- Referral modalities

## 2 REINTEGRATION SUPPORT MODALITIES AND ACTIVITIES

- Community Centres
- Feedback and Accountability
- Community Based Mechanisms

## 3 IMPLEMENTATION OF COMMUNITY IMPLEMENTATION PLANS- MULTISECTORAL AREA-BASED INTERVENTIONS

## 4 MONITORING OUTCOMES OF RETURNS

- Reintegration households and community level monitoring

# HOUSEHOLD REFERRALS, PROFILING AND ASSESSMENTS

In recognition of the diversified needs that families might experience in the initial phases of their return and in progressing towards reintegration, organisations should ensure that efforts are made to support them to access the necessary services and assistance. In order to do this, organisations participating in facilitated voluntary returns should seek to either directly provide additional assistance in areas of returns where relevant, while at the same time establishing a referral pathway to support access to services and assistance with support of other organisations and institutions active in the areas of arrival. Ideally, such referral pathways should be established prior to the arrival of returnees and information on services available in location of origin should be included in information sessions such as Come and Tell visits.

In order to enable identification of needs and targeting of referrals, upon arrival to areas of origin, if organisations are in a position to provide multiple services – either directly or through pre-identified collaborations and referrals - family's needs to be profiled and assessed through a multi-sectoral profiling tool that will allow to understand specific needs and vulnerabilities of families and will enable referrals to services and assistance. In these instances, profiling should allow service providers to gather information regarding household vulnerability levels, socio-economic status,

and multi sectoral needs may be gathered to determine eligibility for household level services, inform service recommendations, and facilitate referrals to specialized service providers. Profiling facilitated for both returnee and host community populations with beneficiary selection based on vulnerability and eligibility rather than status. This also helps to ensure a fair distribution of services in line with community cohesion efforts. Profiling is dependent on the location where the household is residing and what service providers are available in that location. Information collected through the profiling to be aligned to the extent possible with the information needed by other actors operating in the area in order to determine eligibility for services. One of the outcomes of the profiling exercise will be to ensure a referral for services and assistance available in the area. In situations where availability of service provision is not yet clear upon arrival, or where service provision is fragmented across multiple actors, multi-sectoral profiling might not be the most appropriate solution, and a blanket referral of returnee's families directly to service providers for further service-specific assessment might be preferred.

## IOM DURABLE SOLUTIONS HOUSEHOLD PROFILING FORM (DS-HPF):

The IOM DS HPF provides a multi sectoral assessment that allows for an analysis of household socio-economic vulnerabilities and sector specific needs mainly related to shelter and livelihood. The main objective of the DS HPF is to mitigate against assessment fatigue and establish a common profiling mechanism that is compatible with existing household assessment tools that are currently being utilized in Iraq, i.e SEVAT and ASSIST. The tool provides an assessment of multiple indicators to determine household vulnerability level, needs, and eligibility to services, where findings then inform service recommendations. Information gathered can also act as baseline data to help determine where more detailed case management support may be needed.

The tool is built on a scoring model that looks at three main scoring areas 1. Socio-economic vulnerability, 2. Livelihood service eligibility and 3. Shelter service eligibility, with various indicators acting as exclusion and inclusion criteria for livelihood and shelter related services. Proxy indicators are assessed and weighted where findings help determine services MOST essential for households on the basis of household level of vulnerability, service preferences, and technical capability specifically related to livelihood and shelter. Other unweighted indicators are also in place to inform service referrals, including referrals for protection, health, and education related services. These indicators include a. access to basic services c. status of documentation d. HLP and skills. Households receive a combined score, merging the various scoring areas. Following an analysis of results service recommendations are made and referrals are subsequently carried out. The DS HPF can be used for both returnees, IDPs, and host community populations in efforts to ensure populations are analysed along with a common threshold of eligibility for services.

## REFERRAL MODALITIES

Referrals are facilitated based on findings from household profiling or – in instances where profiling is not viable (see above) -, they might be done as blanket referrals of all returnees to relevant service providers in the areas for further specific assessments – provided that consent for referrals to third parties was granted during the registration phase-, although these should be coordinated as much as possible to avoid increasing assessment fatigue. In addition, referrals may also result from identified service needs prior to departure in the case that households were already receiving specialized services or case management support. This section will touch on mechanisms for transmitting referrals, referral pathways, and processes for tracking and closing referrals. Processes detailed seek alignment with existing referral mechanisms and is not an exhaustive explanation of referrals but rather communicates modalities of coordinating referrals within the facilitated return interventions.

All referrals are non-discriminatory and ensure the safety and dignity of affected populations with consideration to individuals with special needs. In order for a referral to abide by do no harm principle to the individual/community in need of assistance and be effective in achieving its purpose.

### Referrals: definition, objective and timeline

Referrals will be made based on identified service recommendations whether through the DS HPF, other needs assessments or whether the household was already receiving service support prior to their departure in efforts to avoid disruption any case management services being provided to households. The objective of referrals is to support individuals participating in the facilitated voluntary return interventions in accessing services needed to enable reintegration and sustainable returns. In situations in which individuals or households do not authorize the referral, but also more in general to strengthen agency of families, the relevant actors shall enable self-referrals by providing the individual or a family member with the necessary information<sup>10</sup> they need to be able to approach directly a service provider on their own. Referrals can be through community center staff (see section below on centers), and/or focal points within the agency who can then coordinate with relevant partners to facilitate the referral.

<sup>10</sup> Minimum information about service providers that should be given includes: name of the organisation/institution/office, modality to be used to request assistance (via phone, visit), physical location of the office or phone number, operating hours, types of services provided.

### CONSIDERATION WHEN MAPPING PARTNERS:

- Availability of resources and overall caseload capacity.
- Quality of services provided.
- Operational capacity to intake referrals.
- Access to areas where the populations of concern are present.
- Time frame of which the partner is able to respond to the referral

*For locations where no partners are present, coordination with clusters, DS coordination groups and other relevant working groups is recommended to push service mobilization. Locations where services are not available services be communicated to households.*

Time frame and modality of making the referrals are dependent on severity level of risks that therefore determine the priority level of the cases being referred. (See chart below).

Priority Level	Type of case	Referral Time Frame	Mode of referral
HIGH	Serious risk targets individual safety and protection and requires immediate intervention and/or follow up.	Immediate referral or within 24 hours	Phone Call to Partner
MEDIUM	Likelihood of serious risk to personal safety requiring urgent intervention and/or follow up	Response within 7 days of receiving referral;	E-mail (only possible with encryption)
LOW	Likelihood of serious risk to personal safety is low but intervention for specific needs is required.	Response within 14 days of receiving a referral	E-mail (only possible with encryption)

Key questions when determining the priority level of cases being referred:

- How critical is the individual/households situation and needs?
- How urgent is it that the household is attended to and what can be the risks of not providing this service within a short period of time?
- Could there be a direct or immediate impact on the individual's/ household's life or physical safety if a service is not provided?

### REFERRALS INTAKE

Referrals may also be generated from external channels beyond household profiling. These may include referrals via help lines (3C, IIC, duty line), referrals through camp management actors, community outreach groups, or government counterparts, and referrals through community centers. There may be different mechanism to address these referrals however linkages between the different referral pathways should be ensured through a central focal point. This focal point needs to be determined by the service provider and communicated to external actors.

### REFERRALS TO ADDRESS COMMUNITY-LEVEL GAPS AND NEEDS

On conducting protection monitoring or Iraq Information Center or check in calls of service needs at community level may be communicated by households. These needs can be seen as community level service referrals. This apply on households returned to areas where they have identified lack of water, electricity, schools, etc. This feedback can then guide efforts to refer gaps through coordination with multiple service providers and can contribute to area-based planning and interventions.

PROCESSING REFERRALS					
Step 1: Profiling/ Referral Needs Identification	Step 2: Data Review	Step 3: Identify partners/ Service Mapping	Step 4: Coordination	Step 5: Process Referral	Step 6: Follow up for Feedback
Households profile to determine vulnerability level, service eligibility, and specialized service needs.  Referral may also have been identified during camp activities to cross check any open case management or specialized services that provided to household (i.e child protection, SGBV case management, health) this information shall be reviewed to also inform referrals.	Findings profile are reviewed and service needs are identified. Once needs are identified, the household is contacted and asked to confirm their referral.	In response to needs identified, partners operating in the location are identified. Mapping can be done in coordination with various structures including clusters, governorate coordination mechanisms, existing community centers, and relevant working groups.	Identify service mapping partners to agree upon the method to conduct referral. This may include making referrals through the interagency referrals form or encrypted files with limited information provided in accordance with agency specific data protection protocols. Coordination also looks to identify the partner's capacity to take in referrals.	Referrals are then carried out by the designated referral focal point. Processing time should be in accordance to the urgency of the referral being made. Referrals are tracked through an information management platform.	Once referrals are made, households are provided with feedback on a time bound basis depending on the severity of the case being referred.  Referral focal point shall follow up based on the urgency of the referral and to assign an amount of time to follow up in case updates are not received.

## ON-GOING IMPLEMENTATION OF AREA-BASED INTERVENTIONS

### Area-Based Interventions-Implementation of the Community Implementation Plan

Following departure from the camp and return to the area of origin, families will be supported in their reintegration process, in respect to both initially identified households needs along with conditions in areas of settlement. Area based interventions are implemented to ensure a continuity of support to households that considers a gradual progress towards a durable solutions integration with activities taking place to address short term, transitional, and longer -term needs. Interventions attempt to address primarily the needs of identified households alongside the conditions in areas of return. Using an area-based approach, activities would aim at guaranteeing a balanced distribution of targeted assistance to both returnee and vulnerable host community populations beside community level interventions. This necessitates holistic operations by bringing together humanitarian, development, stabilization, and peace actors, to address subsequent, medium-term needs through a wide range of both community and household level interventions to address: At this stage, implementation of multi-sectoral area-based interventions are ongoing in accordance with

the endorsement of community implementation plan. It is recommended that area-based interventions consider the operations of partners on the ground to ensure coordinated efforts.

### Facilitated Returns Assistance Package

The section below summarizes the multi-sectoral services packaged respond to the diverse needs identified to ensure sustainable solutions for households. The section depicts operations and associated processes that consider short term, transitional, and long-term interventions to support progress towards integration.

### DEPARTURE AND REINSTALLATION CASH GRANTS

In efforts to support households in meeting immediate needs upon arrival, cash grants are provided to households. Cash grants include an initial \$400 departure grant provided to households on arrival in location of origin. Households are then later profiled and where vulnerabilities persist an additional \$640 reinstallation grant is provided to households. The reinstallation grant is particularly useful in supporting households in meeting shelter related expenses including rental support.

The **DEPARTURE AND REINSTALLATION GRANT** are sectoral grants provided to households. The grant amount and terms of distribution was determined following consultation with the Iraq Cash Working Group, Cash Consortium of Iraq, and relevant cash actors. The amount aligns with the Iraq multi-purpose cash assistance (MPCA) full instalment amounts at the time of initially outlining the grant terms. The departure grant amount was initially \$320, increased by \$80 following post distribution monitoring conducted by IOM where it was found that households were spending the grant less than a month. The \$80 increase was in line with SME adjustments made in 2020 during the IRAQ COVID response by the cash working group.

### PROTECTION AND COMMUNITY-LEVEL PROTECTION INTERVENTIONS AND MHPSS

Provision of individual protection services (general protection, GBV, and CP) and strengthening of community-level protection mechanisms, and provision of MHPSS services. Activities could be implemented both through direct delivery by protection and MHPSS actors and in collaboration with relevant government institutions and other relevant service providers at community level including through technical support and capacity building. Protection activities may be implemented both through static and mobile modalities to target residents in the area based on needs and vulnerability rather than on displacement status.

### IMPROVED STANDARDS OF LIVING- SHELTER

Shelter rehabilitation of category 2-4 related damage is implemented as part of the facilitated voluntary return assistance package to support both returnee and vulnerable host community populations. Interventions to improve standards of living will also include debris and explosives clearance of residential areas.

### IMPROVED STANDARDS OF LIVING - PROVISION OF BASIC SERVICE

Based on community level needs identified through the assessment and planning process facilitated in phase two, the endorsed community implementation planning, and findings from check in calls and protection monitoring community level basic service-related interventions are facilitated and may include:

- **Electricity:** Establishing electricity network in areas lack to this service
- **Health:** In coordination with health service providers, facilitate provision of essential health services, Pre-departure health screening and provision of medicines for transition period, nutrition and immunization, physical rehab of patients, Sexual and reproductive health, treatment of common diseases, Increase access to essential health services – reconstruction of health facilities, equipment of health facilities, technical support to medical personnel, support to MOH
- **WASH:** Rehabilitation or construction of water pumping and distribution network, rehabilitation and construction of drainage and sanitation systems, restoring water and sewage networks and water distribution mechanisms.
- **Education:** Support to enrolment of IDP and returnee children in schools, provision of catch-up classes for children in a non-formal environment, provision of remedial education for children, provision of structured school-based PSS out of camps, provision of teaching and learning material out of camps, rehabilitation of school buildings, technical support and capacity building of teaching personnel

### IMPROVING ACCESS TO LIVELIHOODS, EMPLOYMENT

Livelihood intervention intends to adopt a gradual type of implementation model to bring together short- and longer-term livelihoods programs aimed at addressing both immediate needs for income generation (such as cash for work) and creation of sustainable livelihoods. For eligible households, service providers present activities to range from initial provision of the reinstallation cash grants (see above) or some form of short term cash assistance, then inclusion in cash for work activities, and eligible referral to sustainable individual livelihoods activities including vocation training, business development trainings, job placement, and grant from small to medium size businesses. Activities also include job referrals to small and medium size enterprises within the location. Activities would look at short to long term livelihood interventions.

### ACCESS AND REPLACEMENT OF PERSONAL AND OTHER DOCUMENTATION

A referral mechanism will be established with protection actors to support the replacement of civil documentation. Referrals to address missing civil documentation ought to ideally take place prior to departures. Where this is not possible, community resource centers can be used to manage cases of households that have communicated missing civil documentation.

## ACCESS TO EFFECTIVE MECHANISMS TO RESTORE HLP

HLP related support is provided to households. Activities include provision of information and counselling on HLP rights, and available compensation mechanisms are provided where possible. These activities are closely coordinated with shelter reconstruction interventions, where applicable, to ensure shelter reconstruction and transitional shelter interventions are carried out in line with the necessary HLP safeguards; in addition to ensuring counselling is provided on compensation mechanisms.

## SOCIAL COHESION AND PEACEBUILDING INTERVENTIONS

In the case that community tension is detected following the arrival of households, social cohesion and peacebuilding initiatives may be rolled out. Though these interventions may be more related to category two operations rather than category one, such activities perhaps needed in locations where tense social dynamics become apparent in order to ensure the sustainability of returns that have taken place, and to enable future returns to the areas. Interventions are coordinated with social cohesion and peacebuilding actors in the area, as well as existing community-based structures. Specific activities are identified in accordance with the certain issues being dealt with to include local peace agreements, community-based reconciliation and peace initiatives, engagement with tribal and local peace committees, and community inclusive social cohesion activities.



## SUPPORTING PROGRESSION TOWARDS SUSTAINABLE REINTEGRATION AND SOLUTIONS

Essentially, area-based interventions are aimed to array initiatives built on driving progress towards the various indicators of durable solutions. (This list is not exhaustive but rather initial recommendations)

SHORT TERM ACTIVITIES		
Objective	Activities	Timeframe
1. IMMEDIATE INTEGRATION SUPPORT	<ul style="list-style-type: none"> <li>Provision of reinstallation cash grant amounted at \$1040 provided to households. This cash is unconditional and could be used to immediate shelter arrangements.</li> </ul>	Within 1 month or less
3. LIVELIHOODS: access to sustainable livelihoods and income	<ul style="list-style-type: none"> <li>Households referred for assessments to be supported with MPCA.</li> <li>Enrolment of vulnerable families in cash for work activities following household profiling.</li> </ul>	Within 1-3 months
4. BASIC SERVICES access to basic services (school, health, electricity and water)	<ul style="list-style-type: none"> <li>Coordination with partners/local authorities to facilitate information orientation sessions through community centres on services (schools, health clinics and hospitals, key government offices) in areas of settlement</li> <li>Coordination with DoE to facilitate registration/ enrolment of arriving household school aged children through community centres.</li> <li>Referral to health partners via community centres</li> <li>Coordination with local authorities to register families that arrived in the area</li> </ul>	Within 1 month
5. DOCUMENTATION access to personal and other civil documentation.	<ul style="list-style-type: none"> <li>Based on DS HPF findings referrals are carried out to protection/ legal actors for legal counselling, assistance, and civil documentation replacement.</li> <li>Families could also be referred based on the feedback from legal actors in the camp as to the completion of documentation processes for families in the camp.</li> </ul>	Within 1 month
6. SOCIAL COHESION: Arriving and host community populations are able to live together peacefully and in safety, with inter-communal trust strengthened	<ul style="list-style-type: none"> <li>In coordination with relevant social cohesion and peacebuilding actors, community level tension monitoring conflict analysis is facilitated in area of return where feasible.</li> </ul>	Within 3 months

TRANSITION		
Objective	Activities	Timeframe
<p>2. HOUSING AND HLP</p> <p>Access to housing and security of tenure</p>	<ul style="list-style-type: none"> <li>Households are referred to the respective organizations able to facilitate the provision of time bound rental assistance/ subsidies provided to households</li> <li>Information session on HLP rights and responsibilities of renters, rental regulations, and agreements</li> <li>Post distribution vulnerability assessment following final rental payment – to be done by the actor providing assistance.</li> <li>Joint development of household based rental subsidy phase out plans between relevant actors to mitigate against risk of eviction/ inability to pay rent post final subsidy instalment.</li> </ul>	6-9months
<p>3. LIVELIHOODS</p> <p>Access to sustainable livelihoods and income</p>	<ul style="list-style-type: none"> <li>Skills building activities and vocational trainings are provided to households through community center or other actors in the location, depending on the type of training required</li> <li>Inclusion in ILA activities for sustainable livelihoods</li> </ul>	6-9 months
<p>4. BASIC SERVICES:</p> <p>Access to basic services (school, health, electricity and water)</p>	<ul style="list-style-type: none"> <li>Small scale infrastructure rehabilitation and construction to help facilitate access to basic services related to education, health, WASH, and electricity and roads.</li> <li>Education: Provision of catch-up classes/ informal education support to relocating households through community centers or referrals to partners.</li> </ul>	.6-9months
<p>6. SOCIAL COHESION:</p> <p>Arriving and host community populations are able to live together peacefully and in safety, with inter-communal trust strengthened</p>	<ul style="list-style-type: none"> <li>Referral to social cohesion centers within location</li> <li>Development and capacity building of community structures, or support to existing structures to contribute to implementation of community cohesion plans</li> </ul>	6- 9 months
<p>7. SAFETY AND SECURITY:</p> <p>Displacement affected populations feel safer and more secure in their areas of return</p>	<ul style="list-style-type: none"> <li>Based on needs pre-identified in the camp through the help-desk or on feedback from protection actors in the camp, families might be referred for Protection case management (general protection, SGBV, child protection) in area of destination. Families can also be referred for protection services based on a new need developed in area of resettlement.</li> </ul>	6-9 months

LONG TERM		
Objective	Activities	Timeframe
<p>3. LIVELIHOODS</p> <p>Access to sustainable livelihoods and income</p>	<ul style="list-style-type: none"> <li>• Job placement where possible</li> </ul>	From 9 months
<p>4. BASIC SERVICES</p> <p>Access to basic services (school, health, electricity and water)</p>	<ul style="list-style-type: none"> <li>• -Development of community structures to support sustainability of interventions and community resource management</li> <li>• Community phase out/sustainability plans'</li> </ul>	From 9 months
<p>7. SAFETY AND SECURITY</p> <p>Displacement affected populations feel safer in their area of return</p>	<ul style="list-style-type: none"> <li>• Where safety and security issues are identified coordination with relevant actors takes place to support establishment of Community Policing and Security Forums.</li> </ul>	From 9 months
<p>ACCESS TO POLITICAL PARTICIPATION</p>	<ul style="list-style-type: none"> <li>• In coordination with relevant actors, support the participation of returnees and host communities to dialogues and other instances of communication with local authorities, ensure residents in a certain area are able to register for voting and to vote, irrespective of their displacement status</li> </ul>	

## REINTEGRATION SUPPORT MODALITIES- CENTRES & FEEDBACK MECHANISMS

### COMMUNITY CENTRES

Across Iraq, Community Centres have been established to serve as coordination, information, and referral hubs for conflict- affected communities (IDPs, returnees and host community). Some community centres may operate in partnership with government counterparts, others with local organisations. An example of the former includes the Community Resource Centers (CRC) established through a partnership between the governments Joint Coordination and Monitoring Centre (JCMC) and the international community. Some community centres are based in certain ministries with activities being run by aid agencies with the aim of building capacity and eventual full handover to the ministry. Other centres, sometimes, the aid agencies establish community support centres as locations for the agency specific core activities, for example as safe spaces for gender-based violence, child protection, psychosocial support (PSS) and case management services.

Community centres should help to reinforce coordination and service delivery for safe, voluntary and sustainable returns and socio-economic reintegration of conflict-affected communities. By providing a 'one stop' service for

conflict affected communities through information provision, referral facilitation, community centres support sustainable returns by making services accessible and encouraging direct engagement between communities, local authorities and other service providers be they humanitarian, recovery and development actors.

### Main Functions of Community Centres

Bearing in mind that variety of community centres that exist, the essential functions of community centres are broadly:

- **Information and referral:** Community centres provide conflict affected communities with information on government, humanitarian, recovery and stabilization services that are available in the location. Linking returnees with their closest community centre will assist in the return and reintegration process. Organizations would need to map out existing community centres that could support returnees upon their arrival in areas of origin also to support area-based initiatives that are planned for implementation at the community level as per community plan.

- **Coordination:** Community centres help to monitor the return process by their services, which help to identify community needs, gaps and priorities. Where they exist, Community centres can help with the mapping of government, humanitarian and development partners we mentioned in Phase 2 to ensure effective coordination in the identification of community priorities. In some locations, organizations running centres make space available for cluster partners to use for activities.
- **Community engagement and feedback:** Community centres facilitate discussion and engagement of mixed populations with different actors in the identification of community needs. Government partnership is central to the existence of community centres and the involvement of various government line ministries help to strengthen public service delivery. Robust complaints and feedback mechanisms are essential for community participation and help to ensure accountability.
- **Service provision:** While community centres may provide a basket of multi-sectoral referral services for conflicted affected communities, either directly or indirectly through hosting organisations that provide those services within the community centre’s space. Services that are most relevant for returnees usually include:
  1. Protection services (HLP, child protection, gender-based violence)
  2. Public services support and referrals (Ministry of Migration and Displacement, Ministry of Labour and Social Affairs, Ministry of Health and Ministry of Education\_
  3. Livelihood information sharing activities
  4. Activities for special needs groups, e.g. vulnerable women and children

In addition to the above, community centres also promote self-resilience and to facilitate peaceful co-existence between returnees and host community by providing a community platform to bring together returnees and host community groups such as women, youth or children.

Centres often have a reception and waiting area, spaces for community-based activities, interview rooms (for confidential/case management activities), and office space for staff. Staff employed by agencies, or their NGO partners run the Community centres. Some staff/volunteers could be from the community.

In locations where community centres do not exist, organizations may need to explore how returning families or communities can be linked with mobile outreach activities

that are carried out by community centres in the vicinity. What is essential is ensuring that returns are sustainable by linking households with resources and services that will support their reintegration. In the absolute absence of community centres, organizations would need to rely on community-based organizations that often provide the services needed by the returnees. The organizations would have been mapped during the community mapping exercise outlined in Phase 2 and will assist in identifying government and non-government service providers in the location. The existence of the space is not as important as ensuring that the returnees are linked with an appropriate service provider.

Community Centres in Iraq often provide a basic set of activities briefly discussed below:

SERVICES	
INFORMATION ABOUT GOVERNMENT SERVICES	Mapping of government service providers and referrals
GOVERNMENT SERVICE PROVISION	MOMD registration, MOLSA registration, DOE student registration or transfer of files, filing for HLP compensation, DOH referrals or campaigns. Venue support for mobile units of these departments in remote locations.
FEEDBACK AND COMPLAINTS MECHANISM	For both partner and government services, identification of needs and gaps
COORDINATION	Venue support for cluster related meetings
PROTECTION SERVICES	Civil documentation support, legal assistance.
SUPPORT	
SHELTER	Assessments for shelter support.
FOOD DISTRIBUTION	e.g. by MOMD, MOT (PDS), in kind assistance
PSS ASSISTANCE	Individual case management support.
SOCIAL	
COMMUNITY PLATFORM	Meetings for returnees and host community youth, women, etc.
COMMUNITY EMPOWERMENT	Community awareness activities, mine risk education, child protection
RECREATIONAL AND CULTURAL ACTIVITIES	Venue utilization for sporting or cultural events that bring the community together

TRAININGS	
SKILLS DEVELOPMENT SESSIONS	Vocational education, literacy classes, income generating skills, business development, IT
WORKSHOPS	Youth, children, women, special need groups

### COMMUNITY INCLUSIVE FEEDBACK AND ACCOUNTABILITY MECHANISMS

Community structures are developed to support accountability and feedback from populations in locations where they do not already exist. Structures are initially identified during the initial phases of the intervention following a process of stakeholder mapping. Community groups should act as interlocutors between the community and service actors. Community groups should be engaged to help form various community-based mechanisms to support reintegration efforts. These mechanisms can include the following:

- Community Based Accountability Mechanisms:** Community committees can support in monitoring the impact of service interventions within a given location. This can be facilitated mainly through ongoing monitoring with findings regularly relayed back to service providers

through periodic dialogue sessions with the community committees. This process supplements the community level monitoring that takes place using the post return monitoring surveys. Committees should be formed in consideration of area specific demographics and with all status groups represented. As mentioned in Phase 2, committees should be in line with findings from stakeholder mapping initiatives, and where committees already exist, parallel structures should not be developed. Committees can support the monitoring of sector specific interventions including community-based protection, shelter, cash for work, and those that intend to support access to basic services. Committees are also key in facilitating the detection of any instances of heightened tensions within locations that have seen recent arrivals of households participating in the ‘supported voluntary return’ interventions.

- Community Policing Forums (CPF):** CPFs bringing together community members, local authorities and law enforcement can help with efforts to monitor perceptions on safety and security within a given location. These forums can be used to organize discussions related to security and safety, but also facilitate referrals to service providers in the case of any trending security related incidents.



## POST RETURN MONITORING

Monitoring mechanisms are initiated from the time of movement from locations of displacement after which follow up processes including check in calls and referrals are facilitated.

- 1. Monitoring during movement:** Following coordination with call centres, emergency helplines are activated during the time of movement from location of displacement to areas of destination. Emergency helplines operate at both the national and field-based levels. National operating lines, namely the IOM Call Centre and the Iraq Information Centre, can receive calls from individuals who need to report and seek support due to incidents related to the supported voluntary returns that may take place during departures and following the arrival of households in areas of origin. Incidents are immediately referred to the respective implementing service provider. Field level help lines facilitate communication between households and designated departure focal points staffed by the implementing agency. All households departing to a given community are assigned the same focal point whose number they are provided with on the day of departure.
- 2. Monitoring Upon Arrival-Check in Calls:** One to two weeks after arrival in locations of destinations, check in calls are facilitated by the Iraq Information Centre (IIC) that contacts the households contacted to assess their situation. In cases of supported voluntary returns, IIC will call every participating household<sup>11</sup>.

### MONITORING DURABILITY

The overall objective of the Reintegration Monitoring is to monitor the durability of the return, whether there are persistent challenges and, if necessary, any interventions that may be required to be reprioritized and redirected considering findings. This section outlines monitoring the durability of returns as a solution more broadly.

#### Post Return Reintegration Monitoring

Within 3-6 months of a return, it is recommended to conduct primary data collection to monitor returns – known as Reintegration Monitoring. The overall objective is to monitor the durability of the return, whether there are persistent challenges and, if necessary, any interventions that may

be required to be reprioritized and redirected in light of findings. It is recommended to conduct these assessments after 3 months from the return, and subsequently after 6 additional months, to ensure different community members have had time to judge factors such as access to services and that any issues are identified as soon as possible. This is complimentary to check-in calls soon after arrival, rapid response mechanisms and reporting and feedback mechanisms.

- Using a primary data collection method, this monitoring exercise aims to gather information on the following:
- Perceptions towards returns
- If IDPs are facing distinct challenges related to their status - with regards to safety and security, access to services, access to public spaces and freedom of movement
- Community relations, interactions and tensions
- Reviewing intentions of households and their shelter status

The proposed method for reintegration monitoring comprises of Household surveys that will be conducted with returnees, as well as with some members from host community and IDPs. The surveys will be done with the view of verifying if those who returned are facing distinct experiences relating to their displacement status. Findings of household-level monitoring will also be compared and analyzed in conjunction with community-level monitoring carried out through other initiatives, as REDS, Return Index, ILA and DTM, as well as through protection monitoring. While the indicators measured are similar for different groups, the questions are adapted for the surveys and some questions are not applicable to all groups, as summarized below:

- **Household survey of every household that has participated in returns:** As noted earlier in this guideline, while there are multiple mechanisms for proactively 'checking in' on IDP households as well as more reactively responding to feedback or reports received from IDPs, a household level assessment allows

<sup>11</sup> It should be noted that this process is different than the one currently in place where Camp Coordination and Camp Management (CCCM) have coordinated to call a sample of returnee households once they depart camps.

for a more in-depth discussion around the experiences of returning households and whether additional support is required. Although it is likely that there will already be additional assessments related to specific programming (e.g. livelihoods) and protection monitoring taking place in communities, it is important that no households ‘fall through the cracks’ and that a discussion takes place with every household. As such the objectives of the household survey are to assess the general community situation while also identifying and responding to the specific needs of this distinct case load.

- **Household surveys of other subgroups e.g. Remaining populations, Spontaneous returnees, IDPs:** While it is not possible to conduct a comprehensive survey which talks to every member of the community, through purposive sampling, it is recommended to also speak directly to representatives of specific sub groups, such as IDPs or remaining populations as they are more able to speak to the situation of their own group. In doing so, and understanding the perceptions of different groups, it is possible to verify whether different groups are reporting similar issues or whether some groups are facing distinct challenges, which is an indication of targets towards achieving a durable solution. Groups will be identified through an outreach process aimed at mobilizing individuals within the community that represent the demographic of the host community and also consider specific needs groups (persons with disabilities, female headed households, elderly, youth, skilled workers). Key groups to be interviewed in relation to their displacement status are:
  - **Other returnees in the area** (either returned following forced camps closures, evictions, or spontaneously), both those returned within a similar period of time as the primary target of the survey, and those that have returned since a longer period of time. These would act as a ‘control group’, speaking to the impact of facilitated return processes, and would also point to specific areas of interventions to be prioritized for this group, often larger within these communities.
  - **Host community and remainees:** in order to collect their perspectives, including vis-à-visa recent influxes in the area.
  - **IDPs:** in case the area is still hosting internally displaced people (both in ‘primary’ and in secondary displacement, for example following failed or blocked returns).

- **Key informant interviews with community leaders and community representatives:** While the reintegration monitoring will rely primarily on secondary sources in relation to community-level dynamics, when such information is not available or in specific circumstances (household interviews indicating severe challenges to reintegration, inter-communal tensions or other similar issues), it might be decided to carry out key informant interviews with local authorities, community leaders and other community representatives. In these cases, a dedicated questionnaire, tailored to measure the same set of reintegration indicators will be used and findings will be analyzed in conjunction with data from the household surveys.

All of this information combined can provide an overall picture of the community situation and support the measurement of a variety of the durable solutions criteria. However, prior to data collection it is important to agree on which findings would trigger further in-depth assessments or interventions. The table below shows a list of possible findings and how the findings can translate into actions to work towards a durable solution.

Finding	Action
All community members report that access to food remains a challenge	While not necessarily an issue related to durable solutions i.e. not an indication that IDPs are being discriminated against according to their displacement status, this is a general community concern and undermines broader objectives of ensuring an adequate standard of living. Coordination with relevant actors address food and agriculture to identify potential interventions – further discussions with key community focal points and authorities to identify ways forward
Community leaders and sub-groups report that returns have had a destabilizing effect on the community	More in-depth discussions with community leaders and authorities to understand the reasons returns are perceived as destabilizing, e.g. whether these groups are causing tensions related to access to services, whether the returning groups are perceived to be engaging in crime or reducing security levels etc. Through an understanding of the issues, initiatives aimed at promoting social cohesion and dialogue may be required before the situation further escalates.

Finding	Action
<p>IDPs specifically are facing challenges to accessing public spaces</p>	<p>Further in-depth assessment may be required to understand why households do not feel comfortable accessing these spaces e.g. through a Focus Group Discussion (FGD), with view to identify solutions based on a more nuanced understanding of the issue</p>
<p>Other sub-groups perceive that IDPs are being unfairly favoured for assistance</p>	<p>Community engagement to address misconceptions, review of targeting criteria and inclusion of other sub-groups in interventions</p>
<p>Individual households have not been able to enrol their children in school</p>	<p>Referral for individual households to understand specific barriers to accessing school and possible support</p>

Aside from specific tools for returns monitoring, it is important to note that achieving durable solutions is a long-term endeavor, requiring on-going tracking and monitoring to measure progress towards achieving this goal. Periodic monitoring enables relevant stakeholders to reprioritize or adapt depending on findings.

While an Iraq specific framework is being developed under the guidance of the DSTWG, the main reference for the purpose of framing the objectives and indicators of progress towards solutions remains.

Crucially, an underlying consideration is that a durable solution has been achieved when IDP households are not facing distinct barriers, discrimination and challenges relating to their displacement status. Therefore, when developing indicators to measure durable solutions, as well as when developing data collection approaches, it is not sufficient to focus on IDPs and their situation alone. It is important to continuously compare their situation to the experiences of other population groups in the community e.g. if IDPs report challenges with access to livelihoods, but their challenges appear very similar to remaining populations, it is not necessarily the case that there is a failure to work towards durable solutions. With this in mind, information may need to be verified from multiple sources or through different data collection approaches, such as not only confirming with community leaders or government counterparts whether mechanisms exist for documentation replacement, but also speaking with community members, from different groups, to assess their actual experiences when attempting to access to these mechanisms.

The next section takes a closer look on how to define indicator and data collection approaches within the scope of this tool kit.

## Defining Indicators and Data Collection Methodologies

As a reminder, this tool kit has been developed primarily with the view to identify tools and guidelines for supporting households falling under Category 1 of the protracted displacement framework in situations of return from camps. The specific obstacles to return identified as part of category 1 as re-included below. These obstacles can be linked to the eight criteria for durable solutions. For example, damaged and destroyed housing is an obstacle which falls under the criteria of restoration of housing land and property. While all eight criteria of durable solutions are important, in reviewing the return obstacles, we can see that five criteria are particularly relevant for Category 1 returns, specifically: a) adequate standard of living; b) access to livelihoods; c) restoration of housing land and property; d) access to documentation and; e) safety and security. This means that the indicators chosen to measure progress towards durable solutions, while taking all 8 criteria into consideration, are likely to focus on indicators which measure progress towards meeting the five main criteria.

A key resource for supporting different stakeholders to develop indicators, assessments and even to formulate questions which can be used when monitoring durable solutions is the inter-agency indicator library and analysis guide, developed under the leadership of the Special Rapporteur on Human Rights and IDPs. The effort was coordinated by JIPs, in collaboration with a technical steering committee with the view to "... give governments and the humanitarian and development sectors a tool to use collaboratively for comprehensive and inclusive durable solutions analysis and monitoring...The indicators can be used for different data collection approaches and timeframes, including profiling, needs assessments, programmatic assessments, displacement tracking, as well as to inform local or national level monitoring frameworks". Through this resource it is possible to select and adapt indicators and tools for the various communities of return. It is important to adapt the indicators according to identified community needs and obstacles to achieving durable solutions which will differ by area.

# IOM IRAQ

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