

BORDER MANAGEMENT

Support to implementation of the National Integrated Border Management Strategy in Iraq (IBM Iraq)

✓ Project completed

About the Project

The overall objective of the project was to contribute to increased regional security and to reduce irregular migration from Iraq by strengthening coordination and strategic management for the implementation of the National Integrated Border Management Strategy. The project supported the National Security Advisory (NSA) in its role as the National Coordinator for implementing the Integrated Border Management (IBM) Strategy 2025-2030 by designing an annual IBM policy cycle and developing a comprehensive Monitoring, Evaluation and Learning framework.



Partners

This project was implemented by ICMPD under the Technical Assistance and Support Component of the MPF.



Countries

Iraq



Time frame

October 2025 – March 2026 (6 months)



Budget

EUR 161,081.33 (100% from BMVI)

Activities



Strengthening capacity of the NSA to strategically coordinate implementation of the National IBM Strategy

A key focus of the project was to support the development of an annual policy cycle for Integrated Border Management (IBM) in Iraq and to establish a **comprehensive Monitoring, Evaluation and Learning (MEL) framework for the National IBM Strategy**. Developed through extensive consultations with the National Security Advisory and members of the National IBM Committee, the framework was designed to bring greater consistency to how progress under the Strategy is monitored, assessed and reported across the institutions involved in border management.

By introducing common procedures and documentation, the framework helps institutions develop a shared understanding of progress, strengthens transparency and supports more informed joint decision-making. The recommendations developed through this process were presented to members of the National IBM Committee and contributed to discussions on updating the National IBM Action Plan. The updated Action Plan is aligned with the Strategy's governance structure and its five thematic pillars, each supported by an 'executive team', which provide the main platform for coordinating its implementation. The process also opened the way for additional relevant institutions to participate, further strengthening cooperation across the government.

The new monitoring framework and related coordination arrangements were introduced gradually through expert consultations and technical discussions with members of the National IBM Committee. This process culminated in a **validation workshop on 10 February 2026**, where participating institutions confirmed the relevance and practical value of the proposed approach.

The initiative also contributed to a stronger cooperation among institutions involved in border management. Feedback collected during the validation workshop showed that a clear majority of participants considered inter-agency cooperation and coordination on IBM in Iraq to have improved over the previous year and the project lifetime. Members of the National IBM Committee also shared concrete examples of closer collaboration, demonstrating the growing value of a common framework for coordinating Iraq's approach to Integrated Border Management.



National Security Advisory, Baghdad, December 2025



Enhancing capacities of operational agencies to implement the National IBM Strategy

Alongside strengthening coordination mechanisms, the project also supported the development of institutional capacity and awareness of Iraq's IBM Strategy among border management personnel.

Through a three-phase Train-the-Trainers programme, an inter-agency pool of **21 national Master Trainers** was established to support continued awareness-raising within Iraqi institutions. The project also resulted in the development of training curricula, materials and practical methodologies, which were piloted during the project implementation period and complemented by feedback and follow-up support for the trainers. Within the relatively short implementation period, the project enabled **96 officials from different government institutions** to strengthen their understanding of the National IBM Strategy, its objectives and the respective roles of their institutions in its implementation.



National Security Advisory, Baghdad, December 2025

The project also helped lay the foundations for continued national ownership. Several participating institutions began planning their own awareness-raising activities or were considering integrating IBM-related modules into existing institutional training programmes. This creates opportunities for knowledge and awareness of the Strategy to reach a wider range of officials beyond those directly involved in the initial training.

Another important area of work was strengthening the collection and sharing of border-related data and information among Iraqi institutions. A mapping exercise examined existing data sources and information-sharing practices and informed the development of **Guidelines and Methodology for Data Collection and Analysis**. These practical tools were designed to support the implementation of the Strategy's monitoring framework by promoting more consistent data collection and improving the reliability and comparability of information used to track progress.

The Migration Partnership Facility



Migration Partnership Facility

This project was implemented by ICMPD within the framework of the Migration Partnership Facility (MPF), an EU-funded initiative that supports the external dimension of EU migration policy. Through its Grants and Technical Assistance and Support components, the MPF facilitates the implementation of projects that strengthen dialogue and cooperation on migration and mobility between EU Member States and partner countries outside the EU.

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