



International Organization for Migration (IOM)
The UN Migration Agency

TERMS OF REFERENCE (TOR)

Resource Allocation Policies and Processes in Iraq in Support of Reintegration, Return and Migration Issues.

I. ORGANIZATIONAL BACKGROUND

IOM established in 1951, the International Organization for Migration (IOM) is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. With 175-member states, a further eight states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM Iraq therefore works on a variety of issues to support the Government of Iraq in its efforts to resolve displacement and insecurity around the country, including specifically on issues related to the return of Iraqi nationals from Northeast Syria, and on ending the internal displacement crisis inside Iraq itself.

IOM Iraq frequently engages in advocacy with the Government of Iraq (GoI) at the federal and the Kurdistan Regional Government (KRG) level. This advocacy focuses on service delivery, resource allocation, and broader policy engagement.

II. PROJECT BACKGROUND

IOM Iraq seeks to commission research to map out the budgeting and spending authorization processes across different levels of government, ministries, and governance structures. The findings will help inform and refine IOM's advocacy strategies, ensuring that interventions align with critical decision-making windows and mechanisms.

III. REQUEST FOR PROPOSALS

The research mentioned above in this TOR will provide the following:

- Provide a comprehensive understanding of the budgeting and spending authorization processes in Iraq at various government levels (federal, governorate, district, and sub-district) linked to support to communities and reintegration efforts. This may include the identification and approval of infrastructure and public works, the allocation of emergency funds, or other processes for how resources are allocated at a central and local level.



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- Identify key advocacy opportunities, including when and how IOM Iraq and partners (including civil society) can engage ministries and government entities (including sub-national) for impact.
- Examine variations across ministries and between central and governorate-level decision-making structures.
- Explore case studies to illustrate practical applications of these processes in specific sectors and locations relevant to IOM Iraq's work. Specific case studies and their number will be decided in coordination with IOM Iraq, and case study work should be outlined in the proposal.
- Analyze Legislative and Regulatory Frameworks: Review and analyze the existing legislative measures and regulations governing national budget allocations, including but not limited to:
 - Procedures and requirements for additional budget requests.
 - Rules governing the utilization of allocated budgets, including consequences of underutilization or non-utilization.
 - Timeframes and deadlines for budget execution and financial reporting.
 - Any other relevant fiscal management regulations affecting government stakeholders.
- Map out the decision making process and stakeholders therein (including decision making from national – local, influence of local government on resource allocation, and timelines for decision making processes and allocation).
- Provide recommendations to guide IOM Iraq in its advocacy efforts.

Sample Methodology:

- Desk review of relevant legal frameworks, government budget documents, and policy reports.
- Key informant interviews with government officials, policymakers, and experts in public finance.
- Consultation with IOM staff and partners to understand priority sectors and advocacy needs.
- Political economy analysis to assess informal decision-making influences.
- Case studies suggested: Identification, funding allocation and approvals of public works projects.

Sample Expected Deliverables:

1. A report detailing Government budgetary and resource allocation processes, including process maps and analysis. Process map should include timeline of the budget process from national to local government, as well as mapping role of local government influence on budget allocation. Process map should equally look at how budgetary processes are managed both through the ministries and through the devolved unit heads (Governors and Mayors).
2. A stakeholder analysis identifying key decision-makers and advocacy entry points.
3. Case studies on selected ministries or thematic areas, illustrating real-world application of budget processes.
4. Strategic recommendations for IOM's advocacy and engagement approach.
5. A presentation to IOM staff summarizing key findings and implications.



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III.I. Target Areas

Nation-wide

III.II. Target Groups

NA

IV. TIMEFRAME

The project should be commenced by late June 2025. The proposal should include a detailed workplan showcasing how the implementing partner is expecting to meet the stated objectives within the timeframe provided.

V. MANAGEMENT AND SUPERVISION

The IP will be overseen by IOM, The IP will be under the direct management of the Technical Working Group Co-Chair and Coordinator, and under the overall supervision of the Deputy Chief of Mission of IOM Iraq.

VI. ELIGIBILITY CRITERIA FOR APPLICANTS

- Demonstrated experience conducting research and analysis on policy processes and governance in Iraq, including on fiscal policies.
- Organisations can be based in Iraq or elsewhere, but must have staff present in Iraq to carry out research.
- Experience working with an international non-governmental organization, or the United Nations would be an asset.
- Applicants must have established outreach capabilities in Iraq with Ministries and other governance structures, including nation-wide
- Women-owned businesses strongly encouraged to apply.
- Applicants must display efficient management in the form of financial, administrative, and technical policies and procedures, and present a system of internal controls that safeguard assets; protect against fraud, waste, and abuse; and support the achievement of program goals and objectives.
- Applicants must have an organizational PSEA policy.
- Sound donor reporting skills (abiding to strict data confidentiality agreements) and use of monitoring and evaluation tools.
- The proposal should demonstrate inclusiveness and respect for diversity and should take into consideration the engagement of vulnerable populations and have a gender sensitive approach.
- The applicant should be able to demonstrate sufficient staff capacity and expertise to implement the project.
- Financial capacity to pre-finance 30% of the activities.
- Adequate staff in relation to the needs required for the proposed project.



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- An established outreach capability with the identified beneficiary group(s) and location(s).
- Experience working with an international non-governmental organization, or the United Nations would be an asset