

**Impact of Strategic Management on Confronting Refugee Crisis in The  
Kurdistan Region of Iraq : The Case Study of Refugees in Erbil Governorate  
During 2012 To 2020**

By

**RASOOL, Omer Taha**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

**MASTER OF PUBLIC MANAGEMENT**

**2021**

**Impact of Strategic Management on Confronting Refugee Crisis in The  
Kurdistan Region of Iraq : The Case Study of Refugees in Erbil Governorate  
During 2012 To 2020**

By

**RASOOL, Omer Taha**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

**MASTER OF PUBLIC MANAGEMENT**

**2021**

Professor Choi, Changyong

**Impact of Strategic Management on Confronting Refugee Crisis in The Kurdistan Region of Iraq : The Case Study of Refugees in Erbil Governorate During 2012 To 2020**

By

**RASOOL, Omer Taha**

**THESIS**

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

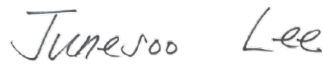
**MASTER OF PUBLIC MANAGEMENT**

Committee in charge:

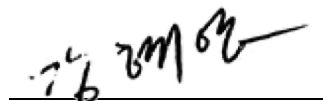
Professor Choi, Changyong, Supervisor



Professor Lee, Junesoo



Professor KANG, Hye Young



Approval as of December, 2021

## ABSTRACT

In recent years, the Syrian refugee crisis has become one of the most vulnerable humanitarian crises in the region and internationally. Iraq is one of those countries that affected by this humanitarian crisis, especially the Kurdistan region because mostly those Syrian refugees arrived in Iraq, they had been sheltered in the Kurdistan region. The aim of this research is to examine the Kurdistan regional government's response to this humanitarian crisis in recent years, besides, finding out the main impacts of this crisis on the region in terms of economic and cultural, and pointing out the lessons that had been learned by KRG from this crisis. The research followed qualitative methodology by asking open-ended questions to those officials that worked in this field to respond to the questioner or interview questions. The scope of the study is four refugee camps in the Erbil Provence. The main results found is, KRG has successfully planned its response strategy to shelter Syrian refugees in strong coordination, collaboration, communication, and leadership with counterparts from UN agencies and international & local NGOs throughout open-door policy for Syrian refugees, and this refugee crisis has affected the KRG in a negative way in terms of the economy especially in the labor market.

## ACKNOWLEDGMENTS

Foremost, I would like to praise and thank God, the Almighty, who has granted countless blessings, knowledge, and opportunity to the writer, so that I have been finally able to accomplish the thesis.

Furthermore, I would express my sincere gratitude to both of my thesis supervisors (Professor CHOI, CHANG YONG & Professor LEE, JUNESOO). This work would not have been possible without their valuable guidance and mentorship.

Also, I would like to thank my previous place of work and office (BCF/ Barzani Charity Foundation) and its staff for helping me in terms of data collectors and interviews for my thesis, and it was really hard for me to collect data and interviewing those officials that had been worked in this field without their help.

And to all my study participants, whom I cannot disclose their names here, I am deeply thankful for giving me their time and trust. Without that, my work would not have reached this end, and thank all of those who contributed somehow to helping me during my studying and writing my thesis till the end.

Last, I am grateful to my family, my dad, my mom, and my siblings for their unconditional and unlimited love, faith, and support.

## TABLE OF CONTENTS

	<b>page</b>
<i>ABSTRACT</i>	4
<i>ACKNOWLEDGMENTS</i>	5
<i>TABLE OF CONTENTS</i>	6
<i>LIST OF TABLES</i>	8
<i>LIST OF FIGURES</i>	9
<i>LIST OF ABBREVIATIONS AND ACRONYMS</i>	10
<b>CAPTER ONE</b>	<b>11</b>
INTRODUCTION	11
1- Background of to the Study	12
2- Problem Statement	12
3- Objectives of the study	13
4- Research Questions	13
5- Research design and methods	14
6- Limitation of the Research	14
<b>CAPTER TWO</b>	<b>15</b>
LITERATURE REVIEW	15
1 - Studies in term of Leadership	15
2 - Studies in term of Communication	16
3 - Studies in term of Collaboration	17
4 - Studies in term of Coordination	19
<b>CAPTER THREE</b>	<b>21</b>
THEORETICAL FRAMEWORK	21
1 - Leadership	21
2 - Communication	22
3 - Collaboration	23
4 - Coordination	24

5 - Strategic management for confronting refugee crisis in refugee camps	25
5.1 - Strategy and Strategic Management	25
5.2 - Confronting Refugees Crisis in Refugee Camps	26
6 - Overview of Refugee Camps in Erbil Governorate in the Kurdistan Region	28
6.1 - Kurdistan Region of Iraq	28
6.2 - Erbil Governorate	28
6.3 - Syrian refugee camps in Erbil governorates	28
<b>CHAPTER FOUR</b>	<b>31</b>
1 - DATA ANALYSIS AND DISCUSSION	31
2 - CONCLUSION	43
3 - RECOMMENDATIONS	45
BIBLIOGRAPHY	56
APENDEX	50

## LIST OF TABLES

	<b>page</b>
<b>Table 1:</b> Leadership pattern at the beginning of the sheltering and establishing the refugee camps.	32
<b>Table 2:</b> Leadership pattern during the processes of managing and running the camps	32
<b>Table 3:</b> Leadership pattern in the current days of managing and running the camps	33
<b>Table 4:</b> Communication plan and pattern with UN agencies.	34
<b>Table 5:</b> Communication plan and pattern with International NGOs	35
<b>Table 6:</b> Communication plan and pattern with Local NGOs.	35
<b>Table 7:</b> Collaboration plan and pattern with UN agencies.	36
<b>Table 8:</b> Collaboration plan and pattern with International NGOs	37
<b>Table 9:</b> Collaboration plan and pattern with Local NGOs	37
<b>Table 10:</b> Coordination plan and pattern with UN agencies	38
<b>Table 11:</b> Coordination plan and pattern with International NGOs	39
<b>Table 12:</b> Coordination plan and pattern with Local NGOs.	39



**LIST OF FIGURES**

	<b>page</b>
<b>Map 1: Syrian Refugee Statistics in Iraq by April 2021</b>	<b>1</b>

**LIST OF ABBREVIATIONS AND ACRONYMS**

<b>Abbreviation</b>	<b>Explanation</b>
<b>KRI</b>	Kurdistan Region of Iraq
<b>KRG</b>	Kurdistan Regional Government
<b>JCC</b>	Joint Crisis Coordination Center
<b>EJCC</b>	Erbil Joint Crisis Coordination Center
<b>KRSO</b>	The Kurdistan Region Statistics office
<b>IDPs</b>	The internally displaced persons
<b>NGO</b>	Non-Governmental Organization
<b>UN</b>	United Nations
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>BCF</b>	Barzani Charity Foundation
<b>CCCM</b>	Camp Coordination and Camp Management
<b>CA</b>	Camp Administration
<b>CC</b>	Camp Coordination
<b>CM</b>	Camp Management
<b>SOP</b>	Standard Operating Procedures
<b>PHC</b>	Public Health Center

## CHAPTER ONE

This chapter will firstly concentrate on explaining the background of the research, secondly describing the problem statement, thirdly pointing on the objective of the study and research questions, lastly and not least showing research design and methodology and lastly describing limitation of the research.

### 1. INTRODUCTION

A refugee is a person who has been forced to leave their country or home, because there is a war or for political, religious or social reasons” (Oxford University Press, 2021). In the recent years, many Syrian people have become refugees mostly in the neighborhood countries, Iraq one of the neighbors with Syria received a large number of these people. More than 90% were welcomed and sheltered in the KRI, while those people left their homeland, as a result, surviving from the war and finding better life opportunities in Iraq and especially in the Kurdistan region. Managing this kind of international humanitarian crisis requires a large budget and human resources, meanwhile Kurdistan regional government/KRG faced a budget cut and budget allocation problems during that time with the central government in Baghdad, therefore, the crisis of Syrian refugees affected the Kurdistan region from many aspects.

The aim of this research is to examine the strategic management responses followed by KRG for sheltering Syrian refugees in the KRI, finding out the impacts of this refugeehood crisis on the region in terms of (economic and culture), and the lessons learned by KRG for any future crisis like that. The research will follow qualitative methodology through a questionnaire developed for this purpose, including open-ended questions to be asked officials who worked in this field to answer the research questions. The scope of the study is the Kurdistan region of Iraq by concentrating on the Erbil governorate, where four camps were established to shelter Syrian refugees. This research is important for KRG to have an overview of its own strategies in the past years and to develop new strategies for the future.

## **1 – Background of to the Study**

In the 21st century, the Civil war of Syria drove to the worst humanitarian crisis. After 10 years of crisis and civil war, life becomes much harder in Syria. Millions of people crossed the border, Syrian Refugee crisis has been considered as the world's largest refugee crisis in decades, according to (UNHCR, 2021) 6.7 million Syrian displaced internally, and 6.6 million become refugees worldwide, 5.6 million of whom hosted in the neighboring countries, mostly in the (Turkey, Jordan, Lebanon, and Iraq), overall, 13.4 million of Syrian people in needs to humanitarian assistance and protection. Those people that left the country and traveled outboard to find the safer and quitter land to survive form the influence of the civil war in Syrian between different characters internally and externally, especially opponents of the Syrian government (Free Syrian army) and the army of Bashar Assad's government, beside of other reasons like economic crises and other general things related to the situation of Syria.

## **2- Problem Statement**

Recently, in the last more than 10 years, the Kurdistan Region of Iraq (KRI) faced several waves of displacement from the internally displaced persons (IDPs) from different locations in Iraq and several waves of displacement as refugees outside of Iraq, especially from Syria.

According to (World Bank Group, 2015) at the beginning of 2015 KRI hosted around 257,000 refugees which most of them from Syria and a few of them from (Turkey, Iran, and Palestine), besides 1.25 million IDPs. This massive number of refugees and IDPs increased the population of KRI by approximately 28%. Meanwhile, the statics numbers had been published by (Kurdistan Region Statistics office/ KRSO) in 2021 showing that this rate decreased to 12.85% which contains (239,476 refugees and 671, 238 IDPs). Still the growth of the population is large because it means that the population increased from (6,171,083 to 7,171,083).

In this study, the researcher will concentrate on the crisis of the Syrian refugees in KRI because of three main aspects. Firstly, the researcher had a background of working in this humanitarian field as a deputy camp manager in Kawergosk/KWG refugee camp for one year and as a camp manager in the Qushtapa/QST refugee camp for five months. The challenges that he faced and saw during this period, encourage the researcher to research and study about this crisis. Secondly, there is not enough research and studies about the Syrian refugees' crisis in KRI, most of the studies were focused on the crisis of Syrian refugees in Turkey, Jordan, and Lebanon. Thirdly, the crisis of the Syrian refugees impacted KRI in many aspects and KRG faced several challenges in managing this

crisis because as this crisis was not predictable for the Region, KRG too, was not experienced in dealing with an international crisis like that before. Finally, the researcher believed that this study is important to KRG for conquering the crisis of Syrian refugees in KRI and it is important for KRG to drafting further strategic plans, if the region faced any issues like Syrian crises in the future.

### **3- Objective of the study**

The objective of the study will find itself around research questions. The research aims to examine the KRG's response to the Syrian refugee crisis in the Kurdistan Region of Iraq (KRI) by finding out the strategic responses to sheltering Syrian refugees and finding out how KRG planned its strategic response in this manner. Afterward, examining the KRGs strategic response in terms of (leadership, communication, collaboration, and coordination) with other counterparts in this field like (UN agencies and Local and International NGOs). Lastly, the study aims to find out the Syrian refugee crisis' impact on the Kurdistan region and the lessons that had been learned from the Syrian refugee crisis by KRG for the future crisis like that. Therefore, achieving the objectives of the study, will going to be helpful for the policymakers in the KRG that working in this field for overcoming the crisis of the Syrian Refugees in KRI and drafting their strategies for future crises like Syrian Refugees crises.

### **4- Research Questions:**

The study sought to answer the following questions:

1. How do the KRG's patterns of strategic response work in terms of (leadership, communication, collaboration, and coordination) with (the UN agencies, the international and local organizations)?
2. To what extent has the KRG succeeded in sheltering Syrian refugees?
3. What is the impact of the Syrian refugee crisis on the KRI in terms of Economic and cultural aspects?
4. To what extent has the KRG learned lessons in response to the Syrian refugees' crisis for the future crises like that?

## **5- Research design and methodology**

The scope of the study is the Kurdistan Region of Iraq by concentrating on the Erbil governorate. The research will follow the qualitative methodology through collecting primary data by asking (open-ended questions) to the officials that worked in this field which are (Local government, UNHCR, and Local NGO).

## **6- Limitation of the Research**

This study has a potential limitation, firstly, as for a time, the time was too short for studying and researching, secondly, the researcher was far away from the field of the study as the researcher studied in South Korea, and the field of the study was in the Kurdistan region of Iraq, thirdly, the researcher faced a lot of challenges regarding finding other studies about this topic, lastly, this paper has been written during the Covid-19 pandemic and the researcher faced potential challenges in terms of collecting data and researching.

## CHAPTER TWO

### **Literature Review**

This chapter concentrates on relevant literature on the Syrian refugees as presented by various researchers. The chapter will review studies regarding the experience of other countries to respond to the Syrian refugee crisis and in terms of leadership, communication, coordination, and collaboration between the management of the refugee camps and international and local organizations.

#### **1- Studies in terms of Leadership**

According to (Yassen, 2019), 68.5 million people being displaced forcibly because of human rights, conflict, war, and generalized violence for the first time in humanity's history in 2018, at the same time this figure been increased annually, it means the failure for the international community to respond for reducing the causes of those crises. The (UNHCR) reported, 1 person has been displaced from 110 people worldwide, which means 44,400 people have been displaced and felt from their homes every day in 2017. Therefore, either internally or externally 12.6 million Syrian have been displaced from their homes.

KRI hosted approximately 97 percent of Syrian Refugees that been resident in Iraq in 2018, which are around 250,000 refugees and 37 percent of this number lived in the 9 camps in the three governorates in the region. (Yassen, 2019), also mentioned, (Masoud Barzani) The former president of the Kurdistan region has asked the region's residents to consider IDPs and Syrian refugees as people of the region and he also said it is our responsibility to assist those who need help and those who escaped from violence

as we have a humanitarian and national responsibility, but burden is huge that is why we are asking our allies in the international community and United State to assist us in this burden situation. Moreover, 90 million US dollars have been allocated from KRG's Budget for this crisis in 2014.

According to the Kurdish project, which was co-created by Farhad Khosravi, a Kurdish-American entrepreneur, approximately more than 2 million Peoples were expatriated in KRI and they left their homes from Syria and Iraq, A report published on 29th May 2017 by Amin I Vocal website mentioned that 339,639 refugees runaway from Syria to KRI and they been protected by KRI authorities, even KRG provide them equal right for services and opportunities in term of employment and that is all through the "Refugees Welcome" Policy (Mohammed, Nishtiman & Qader, Sanh, 2020) cited in (Amin, 2017).

According to (Mustafa Saaid, 2016) as cited (Qader Sanh & Mohammed Nishtiman, 2020), Director of General of Development, Coordination and Cooperation at Ministry of Planning of KRG that been published in the LSE Middle East Center in June 2016, there are around 1.5 IDPs and 250,000 Refugees in KRI. This large number of displacement and refugeehood in KRI which increased the population of KRI 28 percent are returning back to the different kinds of religious and ethnic backgrounds – Muslims, Christians, Yezidis, Kurdish, and Kurds who rendered homelessly and no life security because of the ISIS war in Iraq and Syria and Civil war in Syria.

(Qader Sanh & Mohammed Nishtiman, 2020), noted that in their paper. KRG has been provided services to the refugees and IDPs upon several divisions; Managerial, Financial, Logistical, and Educational have been included. According to (Nassar & Stel, 2019), Lebanon’s response to the Syrian refugee crisis has been characterized by a remarkable level of institutional ambiguity, and he believed that Lebanon is doing more than could responsibly be asked. Meanwhile, he noted “Lebanese government originally had ‘little to no response’ to the refugee crisis” cited form (Yassin, Osseiran, Rassi, & Boustani, 2015, p. 14) and in 2014, Lebanon's President designated the presence of an overwhelming number of Syrian refugees in Lebanon an ‘existential threat. Moreover, the Lebanese government originally had ‘little to no response’ to the refugee crisis (Yassin, Osseiran, Rassi, & Boustani, 2015, p. 14) cited in (Nassar & Stel, 2019). Even the Lebanese government has gone out of its way to avoid recognizing Syrian refugees as refugees and considered them as Guests.

According to (Akgündüz et al., 2018) Officially, the government of Turkey did not identify the Syrian refugees as asylum seekers in Turkey, meanwhile, there were around one million and a half even much more Syrian refugees in Turkey have been sheltered by the government and they treated Syrian Refugees as a guest. And it makes two important implications, the Syrian refugees cannot apply for asylums in the third country, and, unlike refugee status, which they been treated Syrian people as guests, The government of Turkey can relocate Syrian refugees(guests) however they want without any legal process. At the same time, the Turkish government ensured to open the border between Turkey and Syria through enacted a protection Policy and Promised no forced exit to the refugees.

## **2- Studies in term of Communication**

According to (Yassen Abdulla, 2019), in 2018 JCC from the KRG communicated with UN agencies & International NGOs to assist KRG by providing assistant and donations for IDPs and Syrian refugees in the region



through an (appealing statement notification). In the statement mentioned that, since 2011 due to civil war in Syria KRG provided most of the basic needs of lives services and opportunities to the refugees in the region, although NGOs provided assistant and donations. KRG was responsible to take any action but without the assistance of international community KRG cannot provide crucial assistants to disposed Syrian refugees. Although KRG received international funds, these funds have been decreased.

(Salman, 2012) assessed the situation of the Syrian refugees in the Kurdistan region in 2012. He focused on the Domiz Camp in the Duhok governorate, and he randomly chose 305 residents of the Domiz camp and asked question 80 question. SALMAN found out the reason for fleeing to KRI and to Duhok governorate, “the security and stability of the region (21%); the shared ethnic, religious, and linguistic affinities (17%); and the presence of better livelihood opportunities (16%), along with other reasons. Only 7% of the respondents left the Kurdistan region to return to Syria. Besides the relationship between Syrian refugees and the people of Duhok, the respondent mentions that the people of Duhok have been hospitable and welcomed refugees. They also admitted that they did not face any difficulties and problems inside or outside the camp, with people of the region, with service that have been provided, with the administration of the camp, with local and international organizations. And they also expected no future concerns in the area. Besides all of that, most of the refugees are of Kurdish nationality and they are the same nationality as the people of the KRI, in this sense, it could expect that the Syrian refugees in Duhok can exercise and practice their usual life, rituals, cultural religion beliefs freely.

### **3- Studies in term of Collaboration**

(Yassen, 2019) admitted, the role of KRI has been frequently praised by the international community for their big-heartedness in a way of dealing with Refugees & IDPs in the region. And accordingly, in all Syrian refugee camps in Erbil province, there are (PHC/Public Health Center) which they able to provide basic health care, the international organization like WHO and Doctors without borders provides services in there.

(Qader Sanh & Mohammed Nishtiman, 2020), acknowledged that although KRG initially had a welcoming policy to refugees. In the same time KRG faced several challenges, one of them which they cited from (Abu Sa’Da & Serafini, 2013, p.70), is the lack of support from international community support which tends to limit assistant in different ways. Another challenge was the KRI situation as a federal region in Iraq and they does not have an independent economy in order to provide a better quality of services and assistant to refugees based on the

international SOPs, it means that the KRI as a part of Iraq, their budget is coming from the central federal government. The third challenge cited form (Hasan Hama, 2017). Which is the slash of the KRI's budget by the Iraqi Federal Government due to some political decisions in 2014 which impacted KRG in many economic ways. According to (UNHCR, 2014c) as cited in (Aziz et al., 2014), international NGOs of aid are working with KRG in collaboration to aid and services like; shelter, food, water, health care, education, and employment for Syrian refugees in KRI. Aziz used WHOQOL-BREF measurement to evaluate the quality of life of Syrian refugees in KRI, he collected his data in the Erbil governorate refugee camps through surveys among 270 refugees and he found out the Quality of life of Syrian refugees in KRI largely within the range of QOL scores and standards.

(Bahram Haqqi, 2018) admitted, there is not comprehensive refugee law in Iraq. Essentially, Iraq has two main legislative instruments related to refugees. The first one, law 12-2010 which establishes by the ministry of Migration and Displacement. it has been regulated for providing assistant and aids to refugees and IDPs. The second one is, the political law of 1971, which focuses on political refugees and dose not applicable to the other types of refugee persons. He mentioned those two legislations are not active enough to be used to the current refugee situation, therefore, he selected two legal documents from both sides of KRG and federal government for analyzing purpose in his paper.

The first one is (Refugee law 2016), BAHRAM noted, there have been efforts from the Iraqi Federal government to draft a refugee law, but it is still under process and has not been finished and it has been rejected by KRG, and UNHCR has held certain reservations on endorsing it also. Although it is a draft law and not enforced yet. The reason for disagreement for both sides of KRG and UNHCR are returning, the content of the law does not meet the international terms clarified in the 1951 Convention and its 1967 Protocol in any way.

The second one is (Statement 7 of 2017), the refugee situation is regulated in close collaboration with the UNHCR on the local level in KRI. It is in the absence of any refugee law in Iraq which can oblige KRG to provide Refugee status to Syrian people. KRG will provide a specific identification card that is renewed annually. Statement 7 of 2017(coded as S7-2017). The articles of S7-2017 are being applied as a legal framework when granting and renewing identification Cards for Syrian refugees. More, the Syrian refugee situation in KRI is mostly handled through UNHCR processing and local regulations developed by KRG. When refugees first flee to the region, they are going to be recorded by UNHCR, and they will receive a certificate document from UNHCR it called (Asylum

Seeker), after that KRG will Grand Identification Card (Equal to a permanent residency in practice), both of them should be reviewed annually.

#### **4- Studies in term of Coordination**

According to (Yassen Abdulla, 2019), The Focus of the international community regarding providing funds and donations changed from Refugees and turned to IDPs in Iraq and KRI because of the emergence of IDPs due to the war with ISIS in different parts of Iraq, meanwhile, the response of NGOs and International Community shows that they are not dealing with the crisis of Syrian Refugees as an emergency situation.

(Yassen Abdulla, 2019) noted, the ministry of interior of the Iraqi federal government grants documentation to the Syrian refugees due to the Memorandum of understanding paper that been signed between Iraq and UNHCR in 2016 to enhance the refugees' protection and asylum-seekers.

(Jessy Nassar, Nora Stel, 2019) noted, the response of Lebanon's government to crises of the Syrian refugees, UNHCR took the lead in developing and implementing annual Regional Response Plans long before the government agreed to coordinate interventions through the LCRP and UNHCR, local and international NGOs progressively stretched their mandate to fill the gaps left by the government. Meanwhile, Lebanon's response been adapted "from a 'no-policy-policy' that refused to give refugees legal status, rejected the establishment of official refugee camps and avoided official regulation to a formalization of this informality by a combination of stringent entry and residency regulations with confusing communication, regular changes, and arbitrary enforcement". in October 2014 Lebanon Crisis Response Plan (LCRP) was formulated by the government to reduce the number of refugees through three strategic priorities; "ensuring humanitarian protection and assistance for Syrian 'de facto' refugees and the poorest Lebanese;". The policy paper didn't make the life of refugees better while it makes it harder.

Accordingly, "NGOs have also increasingly voiced their experience that 'the Lebanese government is purposefully making life more difficult for refugees with the hope that it encourages them to leave quicker'" (Jessy Nassar, Nora Stel, 2019) Cited in (Levy & Shamiyeh, 2016,p. 36). That is why in 2016, 41% of those Syrian refugees who fled to Lebanon lived in shelters that didn't meet the minimum humanitarian standards, 12% of them been sheltered in non-residential structures like shops, and 7% lived in the informal tented settlements.

(Jessy Nassar, Nora Stel, 2019) cited in (UNHCR, United Nations Children Fund, and World Food Program, 2016, p.19).

## CHAPTER THREE

### THEORETICAL FRAMEWORK

The first part of this chapter concentrates on the concepts of (leadership, communication, collaboration, and coordination), and the second part of this chapter is on the concept of strategic management and strategies for comforting the refugee crisis in refugee camps.

#### 1- Leadership:

“Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience” (Jago, 1982). According to (Winston & Patterson, n.d.) a leader is one or more people who select, equips, trains, and influences one or more followers who have various abilities, gifts, strengths, and skills and focuses the follower(s) to the organization’s mission and objectives causing the followers to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

And (Kruse Kevin, 2013) defined a leadership by “Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.” It is based on four elements.

- Leadership is not authority or power, but it stems from social influence
- Leadership requires others, and that implies they don’t need to be “direct reports”
- There are many styles, paths, ways of effective leadership and it does not need to mention the personality traits, attributes, or even title.
- Leadership is not influenced with an intended outcome, it includes a goal too.

#### Leadership models:

(Kumar et al., 2014), stated that leadership models broadly grouped by five categories:

**Trait Based leadership:** based on focusing on recognizing the characteristics of successful leaders, and it can not do much to change basic personality traits.

**Behavioral Ideals leadership:** this kind of model is focusing on the most effective behaviors as a leader.

**Situational/contingency leadership:** this kind of leadership model is based on what kind of actions leaders should take in the deferent circumstances that he or she is facing, it means the leadership methods should be changing based on each circumstance and situations.

**Functional Leadership:** in the Functional model the concentrate will be on what kind of things that leader must do, it is unlike the behavioral ideals approach, and this model focuses on the area and fields that the leader must address to be more effective.

**Integrated psychological Leadership:** this model combines all of the above leadership models.

## **2- Communication:**

Communication is the involvement of the transition of non-verbal and verbal messages. It involves a sender, a receiver, and a channel of communication. Communication needs a complete comprehension of functions connected with the sender and receiver and the possible barriers that are likely to exist. Choosing a correct communication channel needs a full understanding of the strengths, limitations, and potential solutions linked to each possible channel because usually communication begins with professionals or the government and ignores including the meant beneficiaries. As a result, these communication activities attempting to grant skills, knowledge might be behavior change often miss realizing the purpose of behavior change because the beneficiaries find no relevancy in the activities. (Munodawafa, 2008).

**Communication operations can be categorized into two categories as below**

- Mass media: Concentrates on reaching a broader audience
- Group Media: Reaches a Particular group with simply defined characteristics. Radio, television, and Internet are examples of mass media channels while drama, storytelling, music, and dance fall under group media.

### **The Elements of Communication:**

According to (Hargie et al., 1999), communication categorized into four elements as below

1. **Communicators:** refers to the people involved. Personal characteristics like (physique, dress, age, gender, and attitude who involved). Emotional intelligence is one important attribute, which is the strength to motivate someone to make a relationship, control one's own and other's passions, give clear and correct feedback.
2. **Message:** It is a signal that is going to be used in a way of communicating to address what we mean to deliver. Normally, messages are going to be delivered through a visible, acoustic, tangible, or olfactory format.
3. **Channel:** The communication could be face-to-face, telephone, written, radio and video.
4. **Noise:** Anything that changes or interferes with the message of communication, it calling it Noise, could be (physical noise, psychological noise, heroes, rituals, and networks).

### **3- Collaboration:**

According to Gray (1989), collaboration is a “process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited visions of what is possible” (p. 5).

Collaboration is the practice of two or more people working together for the same purpose to achieve something together, it could design a paper or something else, but the most important thing in collaboration is, the achievement is always the outcome of the combined input of everyone who involved. (Atkins & Cole, 2010), and in the (Cambridge Dictionary) defined by “the situation of two or more people working together to create or achieve the same thing”.

#### **Collaboration Forms.**

Collaboration may take different forms, according to (Guo & Acar, 2005) they identified eight various forms of collaboration based on their levels of formality, including information sharing, referral of clients, sharing of office spaces, joint program, MSO, parent subsidiary, joint venture, and merger. Meanwhile, they separated those eight forms of collaboration into two categories which are (informal collaboration and formal collaboration) as below:

**First Category: Informal Collaboration**

- information sharing
- referral of clients
- sharing of office spaces
- MSO

**Second Category: Formal Collaboration**

- joint program
- parent subsidiary
- joint venture
- merger

**4- Coordination:**

(Král, n.d. 2007) defined the concept of the coordination by the action of making various people or things working together for a specific goal or object it calls coordination, or, it is the action of accomplishing a collective set of tasks of the organization through linking various parts of this organization together for this accomplishment purpose. It means, the coordination the unification, combination, integration, and synchronization of the works of the departments or works on a project to provide unity of action for pursuing common purposes and objects. A power that connects all the other functions of management (Toppr-guides, 2018).

**Coordination Types:**

The effect of the coordination on the organization will going to be different according to the Internal and External components and factors. Meanwhile, Therefore, the organization experiences a boost in productivity, more natural integration of micro and macro-level organizational dynamics, a better connection of roles between intra-organizational and inter-organizational groups as well as building trust among competing groups, and establishing organizational tasks as described below. (Management-study-HQ, 2021)



### 1. Internal Coordination:

It is all about building a relationship at the level of the same organization among managers, executives, departments, divisions, branches, and employees or workers. And that is all for the view and goal of the organization. Internal coordination has two categories.

- Vertical Coordination: in this kind of coordination a superior authority coordinates his work with that of his subordinates and vice versa.
- Horizontal Coordination: in the horizontal one, the coordination has been built among staff in the same department for better performance and knowledge sharing.

### 2. External Coordination:

It is about the relationship between an organization's staff and people from outside or a different organization, the main purpose of this relationship is for better understanding or both sides have the same goal, therefore, they are coordinating and building a relationship for achieving their goals.

## **5- Strategic management for confronting refugee crisis in refugee camps**

### **5.1 - Strategy and Strategic management?**

There are various definitions of strategy, (Hax & Majluf, 1988) defined strategy as a primary objectives and goals of the organization, the main programs of action taken to reach these objectives and goals, and the main pattern of resource allocation used to relate the organization to its environment , and by the (Meriam-Webster) dictionary described by “an adaptation or complex of adaptations (as of behavior, metabolism, or structure) that serves or appears to serve an important function in achieving evolutionary success”. Meanwhile, strategic management is about descriptions of those strategies that the person in charge will carry out to achieve the organization's goal and purpose in the best way. (Juneja, 2015). At the same time Strategic management requires setting goals, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies over the organization. (Kenton, 2021)

## 5.2 - Comforting refugee crisis in refugee camps.

### **CCCM: Camp Coordination and Camp Management.**

The term CCCM is used to standardizing the mechanisms that refugee operations apply through the Refugee Coordination Model and IDP operations apply through the CCCM Cluster. This mechanism is vital because, it ensures that aids delivered efficiently and provides displaced people are protected in all types of communal displacement settings in rural or urban environments, whether they live in planned camps, spontaneous self-settled informal sites, collective centers, reception centers or transit centers. The CCCM also worked for those displaced people who lived with host families in remote communities. Some governmental authorities dislike the term 'camp', which is sometimes changing it to 'site' or 'settlement'. Collective centers are described as pre-existing buildings and structures used by displaced populations in the event of a conflict or natural disaster in some countries.

UNHCR also mentioned they are not supporting the creation of camps. Recognizing that displaced people have specific needs, while they considering camps to be temporary solutions of last resort. Therefore, CCCM is important for other sectors in seeking durable solutions while trying in the interim to uphold standards and the rights and dignity of displaced populations efficiently and effectively. The CCCM's main roles are described as below. (UNHCR, 1982):

- **Camp Administration (CA):**

This role and character relate to the state authorities, they are responsible for providing protection and assistance to displaced persons on their territories. It relates to the oversight and supervision of activities, including security. State responsibilities are non-transferable. The camp administration is usually represented at the camp level.

In the case of Erbil governorate refugee camps, this authority returns to the office (EJCC/Erbil joint crisis coordination center) from the directorate of (JCC/joint crisis coordination center). JCC is a Directorate from a ministry of interior, and they are responsible for coordination and cooperation among relevant KRG's ministries, Departments, the international community, and Non-Governmental Organizations to implement a joint strategy and plans to respond to, solve and manage the crisis.

- **Camp Coordination (CC):**

Commonly UNHCR controls this role in refugee emergencies crises and situations. Also, in conflict related IDP emergencies. It includes both strategic and operational coordination. A CC or Camp Coordination is responsible for designing strategy, setting standards, contingency planning, and information management. Its goal and objective are to build the humanitarian space necessary for the efficient delivery of protection and aid to displaced people. To develop exit strategies and more durable solutions, it liaises closely with local actors, including civil society organizations. The CC is functioning at the inter-camp level.

- **Camp Management (CM)**

This role usually will be filled by an NGO partner or a national or local authority. UNHCR may support a CM or take on the role itself when the capacity is limited. Camp management is responsible for coordinates and monitors the delivery of, and access to, services and protection to displaced people, and ensures maintenance of infrastructure. It is also responsible for community participation by setting up representative committees. These enable the displaced communities to exercise their right to engage in the decision-making and to influence the design and delivery of humanitarian programs at all stages of life in the camp. Prevention and response to GBV are crosscutting through all phases of camp management. CM operates at camp level.

Currently (BCF/ Barzani Charity Foundation) running this role in coordination with CA which is EJCC and CC which is UNHCR in the four refugee camps in Erbil Governorate. BCF is a local NGO established in 2005 in Erbil governorate in KRI, it counts as one of the largest local NGOs in the region. They existed at the beginning of the Syrian refugee crisis in KRI. They provided assistance for camp residents and those who live in the Erbil province in multiple sectors which are (Food, Non-food, WASH, Education, Disabled Care, Orphan Care, Protection, Health, Livelihood, Special Projects, and Coordination).

## **6- Overview of Refugee Camps in Erbil Governorate in the Kurdistan Region**

### **6.1 - Kurdistan Region of Iraq**

Southern Kurdistan or Kurdistan Region of Iraq/KRI is referring to one of the four parts of a big Kurdistan nation in the south part of Iraq. Kurdistan region is an Autonomous and geopolitical Region in Iraq. The KRI consists of four governorates (Erbil as the capital of the region, Sulaymaniyah, Duhok, and Halabja) and its population is around 6,171,083 individuals (3,098,801 males and 3,072,282 females). (KRSO, 2021).

Kurdistan Regional Government/KRG governing Kurdistan Region of federal Iraq. The revenue and budget of the KRG are generated primarily from oil, although the KRG and the Iraqi government contest the ownership of this resource. KRG has all authorities of the (legislative, Executive, and Judiciary).

### **6.2 - Erbil Governorate:**

Erbil is the capital of the Kurdistan region of Iraq since 1974. the name of Erbil was founded in the historic writings that they return to 2300 B.C. In 1919, Erbil was announced as a Province during the British mandate. The main power of the KRG is structured in the capital of the region, which is the Erbil governorate, also is known as a Hewlêr in the Kurdish language. its population is around 1,713,462 individuals and it is a city of diverse religions which are (Muslim, Cristian, Jewish, Yazidi...etc.) and nationality (Kurdish, Arab, Irani, Turkmans...etc.). (*Erbil History*, 2021)

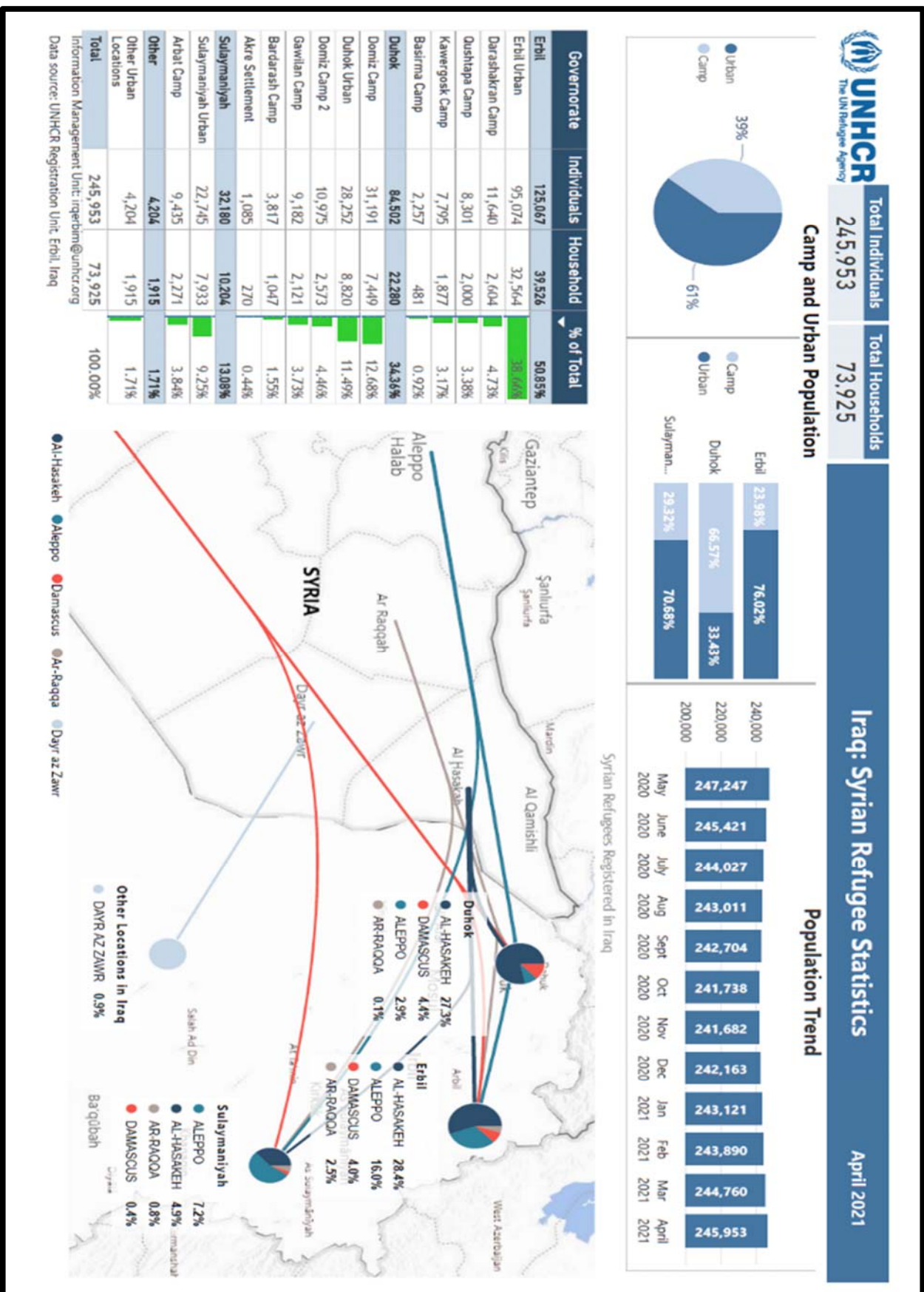
### **6.3 - Syrian refugee camps in Erbil governorates:**

Those people who left Syria and come to Iraq mostly arrived Kurdistan Region in the summer of 2013. They have been received and sheltered by KRG and UNHCR and they had been sent to the temporary camps. After that, more permanent camps have been established for them in the region and those refugees relocated to those camps. And since then, some of the refugees have abled to manage their life outside the camps by finding jobs in the city centers and affording their life by themself in the three governments in the region.

As this research is concentrating on the Erbil governorate, there are four permanent refugee camps in the Erbil governorate had been opened: Kawergosk (15 August 2013), Qushtapa (19 August 2013), Basirma (26 August 2013), and Darashakran (29 Sept 2013), with a combined population of 28,208. After increasing the demand on

the seeking asylum in the Domiz Camp in Duhok governorate which is counted as the largest permanent refugee camp in KRI. (United Nations Refugee Agency Information Management Unit, 2014). Map 1

At the same time, KRI becomes safe land and haven for many Internally Displaced Persons (IDPs), mostly after the war of removing ISIS in Mosul and other locations in Iraq, when ISIS took over those locations and places in 2014. According to (WORLD BANK GROUP, 2015) KRI in 2015 hosted 1,003,300 Iraqi Internally Displaced Persons. In addition, there were around 250,000 IDPs who came to the region before 2014, while in the last statistics figures had been published by (KRSO, 2021), KRI in 2021 still hosting 665,828 IDPs in the region.



Map 1: Syrian Refugee Statistics in Iraq by April 2021

## CHAPTER FOUR

### 1- DATA ANALYSIS AND DISCUSSION

As the aim of the research mentioned in the research objectives in chapter one, in the chapter, the researcher will discuss the answer the respondents to the research questions through interviewing 10 officials who worked in the Syrian refugee camps in the Kurdistan region and Erbil governorate, four of them belong to the local NGOs working the region, three of them belong to UNHCR who are field officers and the last three of them belong to (JCC)/ Joint Crisis Coordination Center under the ministry of interiors of KRG. The questions that have been asked to respondents have been divided into two groups, the first group has included four statements through the Likert scale to examine how strongly respondents agree or disagree with these statements on 5 point scale, and the second group has comprised three open-ended questions to collect more details regarded the research questions as pointed out below.

#### **The First Group: Statements:**

- 1- The KRG has success leadership pattern in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.
  - A. Firstly, the leadership pattern at the beginning of the sheltering and establishing refugee camps. The responses from 10 interviewees came towards the success of the leadership pattern at the beginning of the sheltering and establishing the refugee camps, that 2 of them strongly agreed, 6 of them agreed, 1 of them undecided, and 1 of them disagreed, while no-one of them strongly disagreed. This means that the leadership pattern at the beginning of the process of sheltering and establishing camps has succeeded due to the interviewees' perspectives. Table 1.

A - Leadership pattern at the beginning of the sheltering and establishing the refugee camps		
Response	Frequency	Average
Strongly Agree	2	20%
Agree	6	60%
Undecided	1	10%
Disagree	1	10%
Strongly Disagree	0	0 %
<b>Total</b>	10	100%

Table 1: Leadership pattern at the beginning of the sheltering and establishing the refugee camps.

- A. Secondly, Leadership pattern during the processes of managing and running the Camps, the responses from 10 interviewees came towards the success of the leadership pattern during the processes of managing and running the Camps, that 5 of them strongly agreed, and 5 of them agreed, while no-one of them undecided, disagreed, and strongly disagreed. This means that the leadership pattern during the processes of managing and running the camps has succeeded due to the interviewees' perspectives. Table 2.

B - Leadership pattern during the processes of managing and running the camps		
Response	Frequency	Average
Strongly Agree	5	50%
Agree	5	50%
Undecided	0	00%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 2: Leadership pattern during the processes of managing and running the camps



B. Finally, Leadership pattern during the current days, the responses came from 10 interviewees that 6 of them strongly agreed, 4 of them agreed, and non-one of them undecided, disagreed, and strongly disagreed. This illustrates that the KRG has a success pattern of leadership in the current days regarding the management of the refugee camps. Table 3.

C - Leadership pattern in the current days of managing and running the camps		
Response	Frequency	Average
Strongly Agree	6	60%
Agree	4	40%
Undecided	0	00%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 3: Leadership pattern in the current days of managing and running the camps

Overall, the interviewees' responses indicated that the KRG has been successful in its pattern leadership. Either at the beginning of the sheltering and establishing refugee camps or during the processes of managing and running the camps and even at the present time.

2- The KRG has a success communication plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps

This statement has been asked to those officials who have been interviewed for the research questions to finding out, if KRG has a successful communication plan in its strategic management in response to sheltering Syrian refugees in Erbil refugee camps with three main counterparts in this humanitarian field.

A. Firstly, communication with UN agencies, among 10 interviewees 6 of them strongly agreed, 4 of them agreed, non-one of them undecided, disagreed, and Strongly Disagreed. This illustrates that KRG has a successful communication plan and pattern with UN agencies in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 4.

A - Communication plan and pattern with UN agencies		
Response	Frequency	Average
Strongly Agree	6	60%
Agree	4	40%
Undecided	0	00%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 4: Communication plan and pattern with UN agencies.

B. Secondly, communication with International NGOs, among 10 interviewees 4 of them strongly agreed, 5 of them agreed, 1 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful communication plan and pattern with International NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 5

B - Communication plan and pattern with International NGOs		
Response	Frequency	Average
Strongly Agree	4	40%
Agree	5	50%
Undecided	1	10%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 5: Communication plan and pattern with International NGOs

- C. Lastly, communication with Local NGOs, among 10 interviewees 3 of them strongly agreed, 6 of them agreed, 1 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful communication plan and pattern with Local NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 6.

C - Communication plan and pattern with Local NGOs		
Response	Frequency	Average
Strongly Agree	3	30%
Agree	6	60%
Undecided	1	10%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 6: Communication plan and pattern with Local NGOs.

Overall, the interviewees' responses indicated that the KRG has been successful in its plan and pattern of communication. Either with UN agencies or with International NGOs and with Local NGOs too.

- 3- The KRG has a success collaboration plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps

This statement has been asked to those officials who have been interviewed for the research questions to finding out, if KRG has a successful collaboration plan in its strategic management in response to sheltering Syrian refugees in Erbil refugee camps with three main counterparts in this humanitarian field.

- A. Firstly, collaboration with UN agencies, among 10 interviewees 5 of them strongly agreed, 4 of them agreed, 1 of them Undecided, non-one of them disagreed, and Strongly Disagreed. This illustrates that KRG has a successful collaboration plan and pattern with UN agencies in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 7.

A - Collaboration plan and pattern with UN agencies		
Response	Frequency	Average
Strongly Agree	5	50%
Agree	4	40%
Undecided	1	10%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	10	100%

Table 7: Collaboration plan and pattern with UN agencies.

- B. Secondly, collaboration with International NGOs, among 10 interviewees 4 of them strongly agreed, 4 of them agreed, 2 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful collaboration plan and pattern with International NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 8

B - Collaboration plan and pattern with International NGOs		
Response	Frequency	Average
Strongly Agree	4	40%
Agree	4	40%
Undecided	2	20%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	<b>10</b>	<b>100%</b>

Table 8: Collaboration plan and pattern with International NGOs

C. Lastly, collaboration with Local NGOs, among 10 interviewees 2 of them strongly agreed, 6 of them agreed, 2 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful collaboration plan and pattern with Local NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 9.

C - Collaboration plan and pattern with Local NGOs		
Response	Frequency	Average
Strongly Agree	2	20%
Agree	6	60%
Undecided	2	20%
Disagree	0	00%
Strongly Disagree	0	00%
<b>Total</b>	<b>10</b>	<b>100%</b>

Table 9: Collaboration plan and pattern with Local NGOs

Overall, the interviewees' responses indicated that the KRG has been successful in its plan and pattern of collaboration. Either with UN agencies or with International NGOs and with Local NGOs too.

- 4- The KRG has a success coordination plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.

This statement has been asked to those officials who have been interviewed for the research questions to finding out, if KRG has a successful coordination plan in its strategic management in response to sheltering Syrian refugees in Erbil refugee camps with three main counterparts in this humanitarian field.

- A. Firstly, coordination with UN agencies, among 10 interviewees 6 of them strongly agreed, 4 of them agreed, non-one of them Undecided, disagreed, and Strongly Disagreed. This illustrates that KRG has a successful coordination plan and pattern with UN agencies in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 10.

A - Coordination plan and pattern with UN agencies		
Response	Frequency	Average
<b>Strongly Agree</b>	6	60%
<b>Agree</b>	4	40%
<b>Undecided</b>	0	00%
<b>Disagree</b>	0	00%
<b>Strongly Disagree</b>	0	00%
<b>Total</b>	10	100%

Table 10: Coordination plan and pattern with UN agencies

- B. Secondly, coordination with International NGOs, among 10 interviewees 4 of them strongly agreed, 5 of them agreed, 1 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful coordination plan and pattern with International NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 11

B - Coordination plan and pattern with International NGOs		
Response	Frequency	Average
<b>Strongly Agree</b>	4	60%
<b>Agree</b>	5	40%
<b>Undecided</b>	1	00%
<b>Disagree</b>	0	00%
<b>Strongly Disagree</b>	0	00%
<b>Total</b>	10	100%

Table 11: Coordination plan and pattern with International NGOs

- C. Lastly, coordination with Local NGOs, among 10 interviewees 4 of them strongly agreed, 5 of them agreed, 1 of them undecided, non-one of them disagreed, and strongly disagreed, that KRG has a successful coordination plan and pattern with Local NGOs in its strategic management response to sheltering Syrian refugees in Erbil refugee camps. Table 12.

C - Coordination plan and pattern with Local NGOs		
Response	Frequency	Average
<b>Strongly Agree</b>	4	60%
<b>Agree</b>	5	40%
<b>Undecided</b>	1	00%
<b>Disagree</b>	0	00%
<b>Strongly Disagree</b>	0	00%
<b>Total</b>	10	100%

Table 12: Coordination plan and pattern with Local NGOs.

Overall, the interviewees' responses indicated that the KRG has been successful in its plan and pattern of coordination. Either with UN agencies or with International NGOs and with Local NGOs too.

### **The second group: Open-ended Questions**

- 2- How does the KRG planned its strategic management in response to sheltering Syrian refugees in Erbil refugee camps? Please describe it.

All interviewees were interviewed to answer this question, different topics were shared, although they worked in the different fields and organizations of this humanitarian crisis, there are common ideas between them too. The most common ideas, strategies, and actions of KRG are pointed out below.

- A. KRG's open-door policy impacted the refugee lives in KRI in a positive way.
- B. There were, even currently strong coordination, collaboration, and communication between KRG's relative ministers and departments, UN agencies, International and local NGOs for making strategies and providing Aids for refugees and building camps in the KRI.
- C. KRG with UN agencies especially UNHCR and other partners from the international community hosted Syrian refugees in the schools, mosques, and other empty locations as a quick response to this unpredicted crisis after that they qualify started to build several permanent camps in the region.
- D. KRG has planned different strategies for responding to this crisis. Which keeping the highest percentage of the refugees inside the camps as much as possible because it is easier for monitoring and evaluating the situation, but still the number of refugee camp residents is less than those living in the cities, besides for refugees outside the camp, KRG made security registration and residency cards.
- E. KRG successfully provided basic needs of the life services including (electricity, water, security, health, and education...etc.) for camp residents and those who live in Erbil governorate. Just like the same services have been provided to the resident of the region.

- 3- What are the impacts of the Syrian refugee crisis on the KRI in terms of (Economic and cultural) aspects? Please describe it?



**Economic impacts:**

The interviewees believe that the Syrian refugee crisis impacted KRG in a negative way because of some aspects (in points A, B, and C below), meanwhile they mentioned some positive impacts too (in points D)

- A. During the rising of the Syrian refugee crisis, KRG faced a lot of challenges in terms of budget allocation with the central government of Baghdad, and this refugee crisis make the situation on KRG much complicated.
- B. Providing basic services such as (Security, Education, Health...etc.) for Syrian refugees inside and outside the camps affected KRG heavily besides its on economic crisis and hosting a massive number of IDPs in the region
- C. This large number of Syrian refugees impacted the job and labor market truly in a negative way because many of them have been more skillful and most of them start working with a lower salary and wages.
- D. Some of them believed that, besides those negative impacts mentioned above, the raise of the Syrian refugee crisis in KRI impacted KRI in a positive way somehow, which is by bringing some international NGOs to KRI, and those NOGs brought funds with themself to support KRG and host communities by offering some job opportunities, even so, Syrian refugees allocated a lot of knowledge and skills to the local job market.

**Cultural impact:**

The interviewees described the Cultural impacts as below:

- A. There were no cultural differences between the Syrian refugees and host community in KRI because more than 90% of those Syrian refugees have the same nationality as KRI residents, which is KURDISH
- B. The impact on the host community was not too powerful, because at general the culture of the region and host community in Erbil is not-open somehow and the citizen of KRI was strongly tied to their tradition and norms, therefore, it is not easy to impact them during this period.
- C. At the begging of the crisis, some of KRI citizens were not too comfortable with this situation, but later they treated them just like the same people of the region and offered them jobs and works.

- D. The host community has been surprised by diverse Syrian traditional foods through opening many restaurants and coffee shops by Syrian refugees in the region, at the same time the negative impact described in the economic impacts.
- E. Women empowerment among host community. Syrian refugee females started working in different sectors in KRI which gave courage to other females of the host community to start going out and work more than before.

7- To what extent does the KRG learned lessons in response to the Syrian refugees' crisis for future crises like that? Please describe it?

Almost all interviewees agreed on the points mentioned below regarding the lessons learned by KRG for future crisis like that

- A. People of the Kurdistan region become a refugee in the past years in the neighboring countries but sheltering a huge number of refugees from neighboring countries in the region was a new experience for KRG.
- B. KRG was not prepared and has experienced in overcoming and managing such a humanitarian crisis before, but it succeeded in achieving most of the goals that were planned until the present days.
- C. There must be a certain department, specialized people, budget, and authority to supervise provide assistant, coordinate, cooperate and simplify all works whenever they face any other crisis like that in the future.
- D. Nine years of strategic management to deal with Syrian refugees, along with more than one million internally displaced people has affected the Kurdistan Regional Government positively in terms of gaining experience in developing strategies and plans and achieving coordination and cooperation at the local and international level to address any such crisis in the future.

## 4.2 – CONCLUSION

The study attempted to examine the impacts of the strategic management responses for comforting the Syrian refugee crisis in the Kurdistan region. The interviewees of the questionnaires of the research indicated several findings that showed the KRG's strategic management response to deal with this crisis, the impact of this crisis on the region, and the lessons that had been learned by KRG for making new strategies to be prepared for any further crisis like that. The most important findings pointed out below.

1. KRG has pursued an open-door policy by opening its borders to the Syrian refugees to enter to the Kurdistan region and welcoming them.
2. KRG had a strong leadership pattern to manage this crisis in the region in the past years in the period from 2013 to 2021 through the establishment of several permanent camps as well as in providing basic services to the refugee camps, and in the meantime through a strong communication strategy with the international community counterpart, KRG is has been able to provide more aids and services for refugees in the region.
3. KRG has developed its own response strategies for welcoming, sheltering, feeding, providing aids, and basic life services in the strong coordination, collaboration, and with UN agencies, and International and local NGOs.
4. The Syrian refugee crisis affected the economy of the KRG in a negative way, especially in regard to the job opportunities and labor market. Sheltering Syrian refugees in the region in recent years has cost the KRG a lot, despite all of the economic crisis, the KRG provided all the basic life services including (health, education, security...etc.) in the same quality just like the people of the host community.
5. Sheltering more than 250,000 Syrian refugees in the region has become a good opportunity to allocate different skills in the labor market and has positively impacted the empowerment of women in the host community.
6. Everything that happened during this humanitarian crisis in the region was a new experience for the KRG and became lessons for the government and strategy makers.

7. It is true that there is a department under the ministry of interiors by the name of JCC/Joint Crisis Coordination Center to deal with these kinds of situations in the Kurdistan region, but it is necessary to have a special department with a special budget and human resources to be prepared for any future crisis.

In conclusion regarding the Impact of Strategic Management on confronting Refugee Crisis in The Kurdistan Region of Iraq on the case of Syrian refugees in the Erbil governorate, the study got into a result that the KRG successfully through a strong pattern of leadership and communication abled to manage and respond to this humanitarian crisis until the present day, and this goal achieved through a good collaboration and coordination with counterparts from UN agencies, the International Community, International organization and local NGOs. Afterward, the result has been accepted after most of the interviewees of the study admitted the successes and positive impacts of KRGs strategic management on managing and comforting this crisis in the Kurdistan region.

### 4.3 - RECOMMENDATIONS

1. Working on preparing a special department with a special budget, special staffs, and human capabilities to be prepared for any crisis such as this internally and externally in further.
2. Developing strategies to prepare some lands for construction camps for emergency situations, because in the Syrian refugee crisis, at the beginning KRG with its counterparts sheltered refugees in the schools, mosques, and empty buildings, after that, they were transferred to the camps.
3. Working on build more communication, collaboration, and coordination strategies among KRG, International Community, UN agencies, international NGOs, and local NGOs
4. Capacity building of KRG employees by conducting various training courses regarding human rights standards, crisis management in the humanitarian situation, CCCM.... etc.).
5. Making new strategies and policies for the labor market for employers from (host community and Syrians) to accept their new workers through employment centers under the supervision of the KRG to reduce the impact of this huge number of refugees on the region.
6. Develop strategies for finding a durable solution for the Syrian refugee crisis in KRI, because it has been more than nine years that this crisis on ongoing in the region, and there should be a Dublin solution by (giving them permanent residency, relocation to the third country, or returning them back to their home country on their willing).

## BIBLIOGRAPHY

- Akgündüz, Y. E., van den Berg, M., & Hassink, W. (2018). The Impact of the Syrian Refugee Crisis on Firm Entry and Performance in Turkey. *The World Bank Economic Review*, 32(1), 19–40.  
<https://doi.org/10.1093/wber/lhx021>
- AL Jazeera. (n.d.). *Timeline: How the Arab Spring unfolded*. Retrieved April 17, 2021, from  
<https://www.aljazeera.com/news/2021/1/14/arab-spring-ten-years-on>
- Aziz, I. A., Hutchinson, C. V., & Maltby, J. (2014). Quality of life of Syrian refugees living in camps in the Kurdistan Region of Iraq. *PeerJ*, 2, e670.  
<https://doi.org/10.7717/peerj.670>
- Atkins, L., & Cole, C. (2010). Teaching Tip An Introduction to Collaboration with SharePoint for First-year Business Students. *Journal of Information Systems Education*, 21(3), 283–289.
- Bahram, H. (2018). *Kurdish Guests or Syrian Refugees? : Negotiating Displacement, Identity and Belonging in the Kurdistan Region*.  
<http://urn.kb.se/resolve?urn=urn:nbn:se:liu:diva-149451>
- Collaboration. (n.d.). Retrieved September 24, 2021, from  
<https://dictionary.cambridge.org/dictionary/english/collaboration>
- Definition of STRATEGY. (n.d.). Retrieved September 25, 2021, from  
<https://www.merriam-webster.com/dictionary/strategy>
- Danish Refugee Council, IMPACT Initiatives, International Rescue Committee, & Norwegian Refugee Council. (2019). *Far From Home Future Prospects for Syrian Refugees in Iraq*.  
<https://reliefweb.int/report/iraq/far-home-future-prospects-syrian-refugees-iraq>
- Erbil History. (2021).  
<https://www.hawlergov.org/app/en/node/380>

Gray, B. (1989). *Collaborating: Finding common ground for multiparty problems*. San Francisco:

JosseyBass.

Guo, C., & Acar, M. (2005). Understanding Collaboration Among Nonprofit Organizations: Combining Resource Dependency, Institutional, and Network Perspectives. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 340–361.

<https://doi.org/10.1177/0899764005275411>

Hax, A. C., & Majluf, N. S. (1988). The Concept of Strategy and the Strategy Formation Process.

*Interfaces*, 18(3), 99–109.

<https://www.jstor.org/stable/25061099>

Heisbourg, F. (2015). The Strategic Implications of the Syrian Refugee Crisis. *Survival*, 57(6), 7–20.

<https://doi.org/10.1080/00396338.2015.1116144>

Hargie, O., Dickson, D., & Tourish, D. (1999). *Communication in Management*. Gower Publishing, Ltd.

Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management Science*, 28(3), 315-336.

Juneja, P. (2015). *Strategic Management—Meaning and Important Concepts*.

<https://www.managementstudyguide.com/strategic-management.htm>

Kurdistan Region Statistics office. (2021).

<http://www.krso.net/Default.aspx?page=article&id=893&l=3&#krso2>

Kruse, K. (2013). What Is Leadership? Forbes.Com.

<http://www.professorpeaches.com/wp-content/uploads/2015/02/What-is-leadership-Forbes.pdf>

Kumar, S., Adhish, V. S., & Deoki, N. (2014). Making sense of theories of leadership for capacity building.

*Indian Journal of Community Medicine*, 39(2), 82.

<https://doi.org/10.4103/0970-0218.132721>

Král, J. (2007). INTRODUCTION TO COORDINATION CONCEPT. *Human Resources Management*, 6.

managementstudyhq. (n.d.). What is Coordination? 7 Importance of Coordination - Management Study HQ.

Retrieved September 24, 2021, from

<https://www.managementstudyhq.com/coordination.html>

Kenton, W. (2021). How Strategic Management Works. Investopedia.

<https://www.investopedia.com/terms/s/strategic-management.asp>

Kenton, W. (2021). How Strategic Management Works. Investopedia.

<https://www.investopedia.com/terms/s/strategic-management.asp>

Munodawafa, D. (2008). Communication: Concepts, practice and challenges. *Health Education Research*, 23(3), 369–370.

<https://doi.org/10.1093/her/cyn024>

Marks, J. (n.d.). *Why Is There a Civil War in Syria?* HISTORY. Retrieved April 17, 2021, from

<https://www.history.com/news/syria-civil-war-assad-rebels>

Mohammed, Nishtiman & Qader, Sanh. (2020). Protection of Refugees under International Law: The Case of Iraqi Kurdistan Region Refugees. *Qalaai Zanist Scientific Journal*, 5(1).

<https://doi.org/10.25212/lfu.qzj.5.1.09>

Nassar, J., & Stel, N. (2019). Lebanon's response to the Syrian refugee crisis – Institutional ambiguity as a governance strategy. *Political Geography*, 70, 44–54.

<https://doi.org/10.1016/j.polgeo.2019.01.005>

Oxford University Press. (2001). refugee noun—Definition, pictures, pronunciation and usage notes | Oxford Advanced Learner's Dictionary at OxfordLearnersDictionaries.com.

<https://www.oxfordlearnersdictionaries.com/definition/english/refugee>

Refugees, U. N. H. C. for. (n.d.). *Syria emergency*. UNHCR. Retrieved June 29, 2021, from

<https://www.unhcr.org/syria-emergency.html>

Salman, M. (2012). *Assessment of the Situation of the Syrian Refugees in Kurdistan Region Iraq*.

<https://cadmus.eui.eu/handle/1814/24837>

Swick, K. J. (2003). Communication Concepts for Strengthening Family–School–Community Partnerships. *Early Childhood Education Journal*, 30(4), 275.

<https://doi.org/10.1023/A:1023399910668>



Toppr-guides. (2018, December 20). Coordination Meaning, Definition, Features, Solved Questions.

Toppr-Guides.

<https://www.toppr.com/guides/business-management-and-entrepreneurship/direction-and-coordination/concept-and-features-of-coordination/>

UNHCR. (1982). Camp coordination and camp management (CCCM)—UNHCR|Emergency Handbook.

<https://emergency.unhcr.org/entry/42974/camp-coordination-camp-management-cccm>

WORLD BANK GROUP. (2015). *THE KURDISTAN OF IRAQ ASSESSING THE ECONOMIC AND SOCIAL IMPACT OF THE SYRIAN CONFLICT AND ISIS*.

<https://www.worldbank.org/en/topic/macroeconomics/publication/the-kurdistan-region-of-iraq-assessing-the-economic-and-social-impact-of-the-syrian-conflict-and-isis>

Winston, B. E., & Patterson, K. (n.d.). An Integrative Definition of Leadership. 61.

Yassen, A. O. (2019). The Prospects for Durable Solutions for Syrian Refugees in the Kurdistan Region of Iraq: A Case Study of Erbil Governorate Camps. *Refugee Survey Quarterly*, 38(4), 448–469.

<https://doi.org/10.1093/rsq/hdz013>

## APENDEX

### Survey Form

This questionnaire is intended to collect data about the research project titled (Impact of Strategic Management on Confronting the Crisis of Syrian Refugees in The Kurdistan Region of Iraq. The Case Study of Syrian Refugees in Erbil Governorate Refugee Camps During 2013 to 2021), carried out in partial fulfillment of master's degree in Public Management/MPM at KDI School of Public policy and Public Management in South Korea.

This questionnaire provides data that will assist the study in a number of ways: 1) it will help the researcher to fulfill the study, and 2) it will permit a statistical description of the camping process of Syrian refugees in the Erbil governorate.

You have been selected to receive this questionnaire because you are a member of staff who participates in (management, monitoring, supervision...etc.) in this field during a period of time in the Erbil governorate Syrian refugee camps.

Your answers will be treated as completely confidential by the researcher and will only be released as part of statistical analysis.

Thank you for your time and consideration.

Researcher: Omer Taha Rasool

#### 1. Email

---

#### 2. Field of work:

*Mark only one oval.*

- Government (Public) Sector - EJCC
- UN Agencies
- International NGOs
- Local NGOs

3. Years of experience in the Erbil governorate Syrian refugee camps.

*Mark only one oval.*

- (1-2) Years
- (3-4) Years
- (5-6) Years
- (7-8) Years
- More than (8) Years

**Background Information**

Please mark only one oval per row.

1- The KRG has success leadership pattern in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.

*Mark only one oval per row.*

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
At the beginning off the sheltering and establishing the refugee camps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At the processes off managing and running the Camps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the current days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2- The KRG has success communication plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.

*Mark only one oval per row.*

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
With UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With International NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With Local NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3- The KRG has success collaboration plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.

*Mark only one oval per row.*

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
With UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With International NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With Local NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4- The KRG has success coordination plan in strategic management in response to sheltering Syrian refugees in Erbil refugee camps.

*Mark only one oval per row.*

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
With UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With International NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With Local NGOs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Open Questions

5- How does the KRG planned its strategic management in response to sheltering Syrian refugees in Erbil refugee camps? Please describe it?

---



---



---



---



---

6- What are the impacts of the Syrian refugee crisis on the KRI in terms of (Economic and culture)? Please describe it?

---



---



---



---



---

7- To what extent does the KRG learned lessons in response to the Syrian refugees' crisis for future crises like that? Please describe it?

---

---

---

---

---

---