

IOM ZIMBABWE

STRATEGIC PLAN

2015–2018



International Organization for Migration (IOM)

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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TABLE OF CONTENTS

Foreword	v
IOM global mission, values and mandate	vi
Introduction	1
1 The strategic approach	1
1.1 Transition from humanitarian response to supporting sustainable migration services	1
1.2 IOM capacity and comparative advantage	2
2 Key results and lessons from past IOM interventions	3
The migration management context: 2015–2018	7
3 The general context in the country	7
3.1 Migration trends, challenges and opportunities	7
IOM Zimbabwe strategic response (2015–2018)	11
4 The IOM Zimbabwe operating framework	11
4.1 Theory of change behind IOM Zimbabwe operating framework	13
4.2 Proposed programme components	15
5 Organizational capacity and excellence (strategic objective 4)	19
6 Partnership strategy	19
7 Programme risk management	20
8 Monitoring, evaluation and learning	21



Chibwe Irrigation Rehabilitation © IOM (Photo: Joel Dzveta)

FOREWORD

Human mobility within countries and across borders has become an integral part of today's social, economic and environmental landscape. The IOM *World Migration Report 2013* notes that policymakers are increasingly aware that migration of individuals has a cumulative effect, nationally, and that it can have an impact on the economies of both the country of origin and the country of destination.

As migration has direct and multiple impacts on development prospects for migrants, their families and communities, and on development of Zimbabwe as both a country of origin and of destination, national development frameworks and programmes must therefore reflect the integration of migration. In this regard, it is also essential that migration be given due attention in the post-2015 UN development agenda. IOM has provided a position paper outlining how well-managed migration can contribute significantly to development outcomes; therefore, it is both possible and desirable to identify migration-specific targets and indicators for human development in local and international development frameworks.

In Zimbabwe, IOM plays a critical role in responding to migration management challenges in both humanitarian and development contexts. The Zimbabwe United Nations Development Assistance Framework (ZUNDAF) 2016–2020 places emphasis on five priority areas for which IOM has the mandate and capacity to integrate migration issues in the implementation of the development frameworks through partnership with the Government of Zimbabwe.

To ensure that support towards fulfillment of its mandate in the country is strategic and delivers value for money, IOM Zimbabwe has developed a 4-year country programme strategy. The development of the country programme strategy was informed by a multi-stakeholder dialogue process to elaborate how IOM's organizational capacity aligns with support from the host Government of Zimbabwe, other member states and bilateral agencies in delivering the public-value with regard to protecting migrants' rights; enhancing capacity for effective migration management and the promotion of sustainable development pathways through migration.

“
A development agenda without migration
would be out of step with our times
”

William Lacy Swing
Director General of the
International Organization for Migration

IOM GLOBAL MISSION, VALUES AND MANDATE

IOM Mission:

IOM aims to enhance the understanding and practice of good migration governance by the international community, the private sector, civil society and other partners. IOM provides advice and practical support to its partners to improve global migration governance policy and practice and respond to emergencies.

IOM Vision:

IOM works towards a world in which humane and orderly migration benefits migrants and society.

IOM Values:

With a strong focus on human rights, human dignity, results and value for money, IOM helps its partners find and deliver pragmatic, practical, cost-effective and sustainable solutions to complex migration challenges.

IOM Mandate

- comes from:
 - *IOM's Constitution*
 - *IOM's 12-Point Strategy*
 - *IOM Council Resolutions*
- and forms the basis for:
 - IOM's Global Migration Governance Framework and IOM Southern Africa's Regional Strategy

INTRODUCTION

I The strategic approach

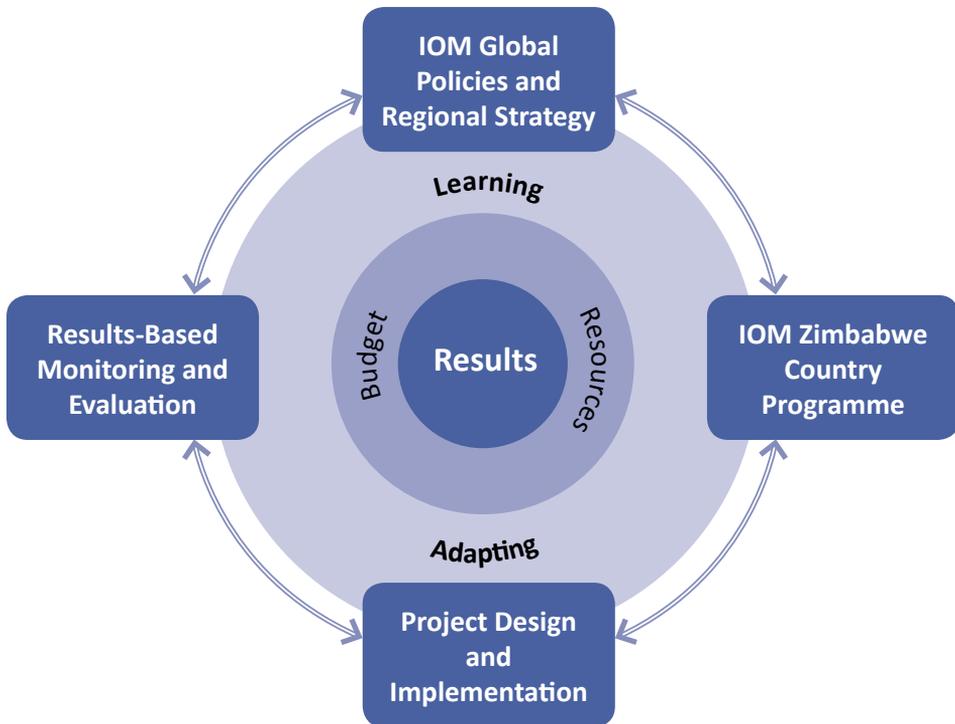
1.1 Transition from humanitarian response to supporting sustainable migration services

Established in 1951, IOM is the leading intergovernmental organization in the field of migration. The IOM mission in Zimbabwe was established in 1985 and is part of IOM Southern Africa's regional engagement. Since then IOM work has evolved over time according to changing needs. Currently IOM Zimbabwe has adopted the strategic approach to transition from a phase dominated by direct assistance in support of humanitarian needs, towards a stronger focus on local and national capacity-building to support sustainable migration services and management.

The *IOM Zimbabwe Strategic Plan 2015–2018* defines the programming areas and basis for cooperation with the Government of Zimbabwe and other development partners to address the priorities in the National Development Strategies. IOM Zimbabwe will continue to work closely with the UN Country Team (UNCT) and contribute in programming dialogues and operational responses under the Zimbabwe United Nations Development Assistance Framework (ZUNDAF). IOM will maintain collaboration with UN agencies and NGOs through the respective humanitarian in coordination structures for disaster preparedness and response.

The strategy draws on IOM's global and regional objectives and priorities which include the Migration Governance Framework (MGF), Migration Crisis Operating Framework (MCOF) and the Regional Strategy for Southern Africa. IOM has adopted the **Results-based Management approach** in implementing its programme cycle through projects that are technically guided by IOM global priorities and the Regional Strategy for Southern Africa. Results-based monitoring and evaluation will inform decision-making for implementing, adapting and learning the strategy.

Figure 1: IOM Zimbabwe programme cycle



1.2 IOM capacity and comparative advantage

The IOM Zimbabwe Strategic Plan 2015–2018 incorporates the findings from the review of the previous IOM programme cycles. The reviews validated continued IOM engagement in the key areas of migration management including responses to humanitarian crises, irregular migration, migration health, human trafficking and smuggling as well as the migration and development nexus. In addition, stakeholder consultations conducted by an external facilitator as part of the strategy preparation process and external evaluations show that the work done by the IOM Zimbabwe Country Office is much valued and has enhanced the standing of the Country Office with partners including government ministries, civil society organizations, UN agencies, funding partners, foreign missions in Zimbabwe and multilateral agencies in the following manner:

- IOM is no longer perceived as an organization that only provides humanitarian assistance and there is now greater recognition of IOM's

added value in socioeconomic development of communities, disaster risk management and resilience building, soft advocacy and dialogues on sensitive issues, as well as being a reliable source of knowledge on the situation of its populations of interest and technical advice on migration governance.

- Partnerships with CSOs have enabled organizations to work in a context or contexts that would otherwise have been very difficult for them and partnerships with local authorities have enabled direct actions on migration issues that otherwise would not have received formal recognition.
- The intervention models adopted by IOM have allowed for the transfer of responsibilities to local authorities and community leadership.
- IOM has built goodwill and trust that position the Organization well to continue working on complex and sensitive human mobility issues as well as strengthen work across selected programme areas. Programme flexibility and innovation have been the cornerstones of the achievements made and should inform how IOM engages long-term programmes in the future.

2 Key results and lessons from past IOM interventions

The poor socioeconomic and political situation and humanitarian crisis led to multiple and complex migration issues characterized by cross-border mobility, internal population movements, brain drain, irregular migration and human trafficking and smuggling. In response to varied population mobility trends, IOM implemented wide range of interventions to address the emerging migration management challenges achieved the following results:

Responses to internal migration

- Humanitarian assistance to 800,000 people vacating their homes, both in rural and urban areas in the immediate aftermath of shocks and events.
- Facilitated the transition of 17 per cent of verified internal migrants in protracted displacement situations through activities in 23 districts (47 wards) 7 provinces towards community stabilization and livelihood recovery through a programme on Community-Based Planning (CBP).

- Developed the capacity of government agencies, in particular the Department of Civil Protection (DCP); IOM has augmented its emergency preparedness and response capacity to include support to the Government to implement community-based disaster risk management (CBDRM) programmes in disaster and displacement prone districts.
- Building on its role as the global cluster lead agency on Camp Coordination and Camp Management (CCCM).

Responses to cross-border migration

Between 2006 and 2014, the IOM-supported Reception Centres for vulnerable returned migrants provided more than 600,000 Zimbabwean migrants and 14,500 third-country nationals (TCNs) with humanitarian assistance (food, information on safe migration, HIV/AIDs, human trafficking, migrants' rights and gender-based violence, medical screening and referrals as per needs, protection assistance, temporary shelter and transport).

Responses to returned migrants

In order to address one of the root causes of the out-migration from Zimbabwe, IOM and the Government of Zimbabwe collaborated to implement a reintegration assistance programme for returned migrants. The project also supported awareness of the community on the dangers and risks of irregular migration. Between 2008 and 2013, IOM Zimbabwe in partnership with IOM missions in specific host countries assisted 798 irregular migrants to voluntarily return home under the Voluntary Assisted Return and Reintegration Programme.

Technical assistance to the Government of Zimbabwe

Technical assistance to the Government focusing on key components of migration management including border control and migration management assessments; developing a national migration and development strategy, the migration management and diaspora policy, as well as the national labour migration policy. IOM provided technical support towards the enactment of the Tip Act (Chapter 9:25) and current efforts are focused towards the implementation of the new legislation.

Strengthening the knowledge and evidence bases on migration

- IOM supported efforts to strengthen the knowledge and evidence base on migration including statistics required for the planning, implementation and monitoring of national policies and programmes such as the short-term emergency recovery programme (STERP) 2009 and the medium-term plan (MTP) 2010–2014. Notable migration research and needs assessment reports produced during the period include: The Zimbabwe Migration Profile; National Migration Legislation Review; National Remittances Study; The Impact of the Brain Drain on Health Service Delivery in Zimbabwe: A Response Analysis; Annual profiles of returned migrants at Beitbridge and Plumtree Reception Centres (2008–2014).
- In addition, IOM participated in other sector and multisector assessments and reports including: the Zimbabwe Vulnerability Assessment Committee reports, multi-agency internal displacements assessments, Zimbabwe Country Analysis Report (ZUNDAF 2016–2020).



THE MIGRATION MANAGEMENT CONTEXT: 2015–2018

3 The general context in the country

Following a decade of contraction from 1998 to 2008, Zimbabwe's economy recorded real growth of roughly 10 per cent per year in 2010–11, before slowing in 2012–13 due poor harvests and low revenue inflows. However, a number of difficulties still persist including fiscal and monetary constraints, infrastructure deficiencies, lack of foreign direct investment, policy uncertainties, a large external debt burden, and insufficient formal employment. The multi-currency regime introduced in 2009 allowing for multiples currencies ended hyperinflation and reduced inflation to below 10 per cent per year; however it has exposed structural weaknesses that continue to inhibit broad-based and inclusive growth. Overall, the country context is viewed by the GoZ and most development partners as having exited the humanitarian phase and having entered a recovery and development phase. The situation however remains fragile as the prevailing stability is not underpinned by strong macroeconomic indicators and substantive locally driven recovery investments.

3.1 Migration trends, challenges and opportunities

The continuing state of uncertainty and unmet needs for internal migrants:

Despite the humanitarian and recovery efforts made to assist internally mobile populations, many of the communities still reside without the requisite security of tenure and therefore remain susceptible to further mobility in future. The heightened vulnerability of mobile populations also relates to limited access to basic social services and IOM needs assessment show that 72 per cent of former farm workers have no access to safe sanitation compared to 40 per cent of the general rural population. The resilience of mobile populations to withstand the impact of natural hazards continues to be particularly eroded.

- **Required response:** The country will require increased attention towards proactively and pre-emptively reducing and managing disaster risks. This requires that future interventions embed DRM in development planning frameworks in order to increase communities' resilience in Zimbabwe.

Cross-border migration and community resilience in high-migrant sending areas:

The south-eastern districts of the country continue to be affected by high rates of irregular migration of mainly young migrants seeking livelihood opportunities in South Africa and Botswana. In 2009, South Africa set up a special dispensation for the regularization of Zimbabweans that had entered and remained in the country irregularly and of an estimated 1.5 million irregular Zimbabwean migrants,¹ approximately 0.25 million utilized the opportunity to regularize their stay, thus Zimbabwean migrants face the prospect of forced returns. While remittances from the Zimbabwean migrants play an important part as coping aspects of household and social resilience, the loss of able-bodied and productive members high-migrant sending communities' adaptive and transformative capacities leaving sending households and communities in a continuous state of vulnerability.

- **Required responses:** There is need for community stabilization interventions to address the drivers of cross-border mobility and to mobilize resources of migrants in neighbouring countries towards community-level projects for socioeconomic developments.

Human trafficking and mixed migration flows: The continued lack of sustainable economic activities in local communities has the effect of increasing the risk of human trafficking and smuggling especially among women, children as well as the rural population. Human trafficking thrives under conditions of vulnerability, and the prevailing socioeconomic circumstances provide a fertile ground for human trafficking to thrive in. The instability in other regions such as the Great Lakes region and the Horn of Africa will continue to be a driving factor for mixed-migration flows of asylum-seekers, refugees and other vulnerable third-country nationals through Zimbabwe into neighbouring countries.

- **Required responses:** In light of the prevalence of irregular migration, counter-trafficking and an influx of third-country nationals, mainly coming and passing through Zimbabwe in mixed migration flows there is need to strengthen national capacities on border and migration management structures and procedures, protecting migrants' rights, reducing irregular migration and smuggling, enhancing international cooperation and harmonizing national policies and practices. Priority areas for integrated

1 While no comprehensive and official survey has been undertaken to quantify the size of the Zimbabwean diaspora, different independent studies estimate it to be between 3 and 4 million spatially distributed across South Africa, Botswana, Namibia, the United Kingdom, Canada, United States of America, Australia and New Zealand.

border management in Zimbabwe include support towards ensuring connectivity of border management infrastructure and capacity-building for migration management authorities.

Migration and health: Irregular migration flows, low incomes and domestic policies interact to limit Zimbabwean migrants' access to health services in host countries. A significant proportion of migrants return home with life-threatening conditions and for migrants enrolled on treatment programmes for HIV/AIDS and TB, cross-border mobility disrupts continuity of care and treatment. Zimbabwe's high migrant sending districts bordering South Africa and Botswana have a higher prevalence of HIV than the country average of 14 per cent. Matabeleland South has a prevalence of 22.7 per cent, Bulawayo (21.1%) and Matabeleland North (20.2%).

- **Required responses:** Migration and health interventions will be required to respond and manage the public health concerns associated with internal population movements and cross-border mobility.



IOM ZIMBABWE STRATEGIC RESPONSE (2015–2018)

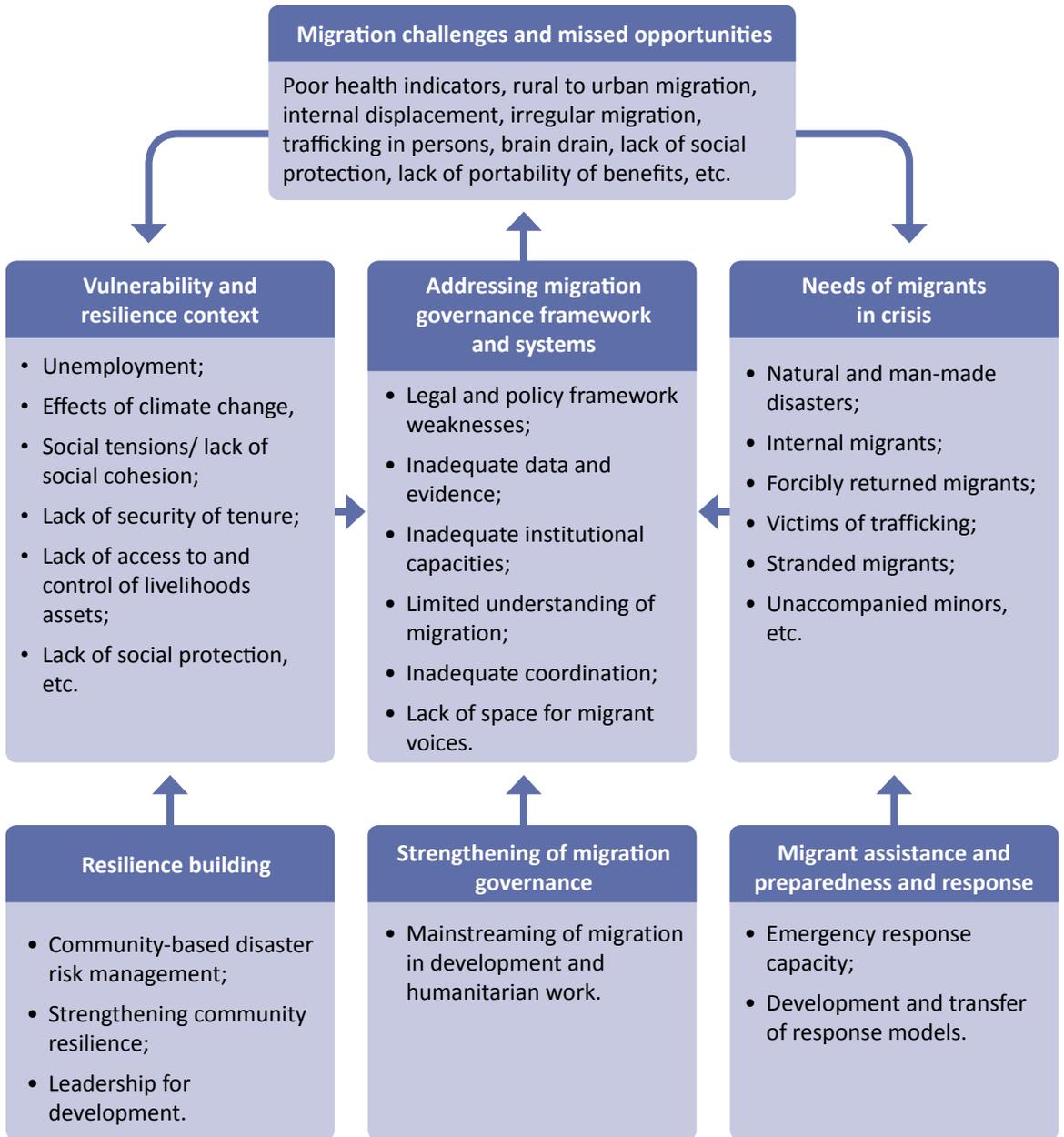
4 The IOM Zimbabwe operating framework

The operating framework for IOM engagement in Zimbabwe has been developed primarily based on the global IOM migration governance framework (MGF), whilst taking into account critical drivers of migration trends including the depletion of livelihood capitals as a push factor for migration as well as how the migration process weakens some forms of capital. The MGF has five objectives/components on promoting international standards, human rights and protection; comprehensive, evidence-based policy; addressing socioeconomic needs and mitigating risks.

The application of each of the five MGF components to the local context led to the development of an integrated **Operating Framework for IOM Zimbabwe** (shown in Figure 2) consisting of three programme pillars namely:

- I. **Addressing the vulnerability context to strengthen resilience for migration affected communities**
- II. **Strengthening the national migration governance framework and**
- III. **Responding the needs of migrants in crisis situations** (as informed by the IOM migration crisis operating framework and the Inter-agency Framework on Durable Solutions for IDPs).

Figure 2: The IOM Zimbabwe programme operating framework



Transformative IOM interventions to deliver ‘Migration for the benefit of all’.

4.1 Theory of change behind IOM Zimbabwe operating framework

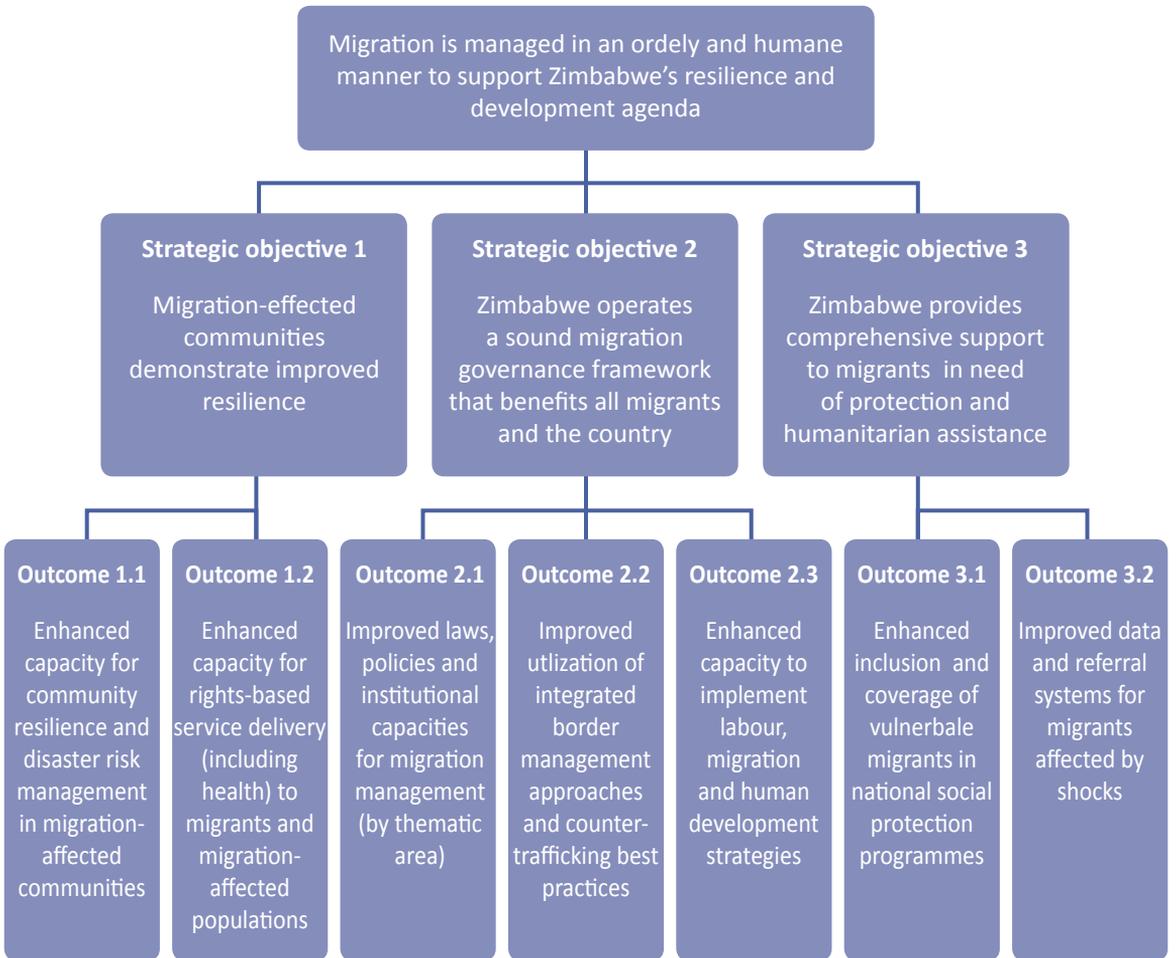
The operating framework encompasses the strategic intent of IOM Zimbabwe to strengthen attention and actions towards the realization and protection of the rights of migrants and migration governance. To this end, the Organization envisages a strategic shift from project-based direct assistance to individual migrants or groups towards an emphasis on a multisector and multi-year programme approach to address the structural inadequacies in migration management. This entails responding to underlying vulnerabilities of migrants and communities in order to strengthen resilience and harnessing the development potential of migration at community and national levels. The expected impact is that migration is managed in an orderly and humane manner to support Zimbabwe's resilience and development agenda.

In order to contribute to this impact, the *theory of change* describing the types of interventions (programmes) that bring about the change under the three programme pillars is based in the following strategic objectives:

- Strategic objective 1: Migration-affected communities demonstrate improved resilience.
- Strategic objective 2: IOM Zimbabwe operates a sound migration governance framework that benefits all migrants and the country.
- Strategic objective 3: IOM Zimbabwe provides comprehensive support to migrants in need of protection and humanitarian assistance.

Each strategic objective is supported by outcomes and outputs (which are products and services) that IOM will deliver, subject to funding, in order to bring the desired changes. Figure 3 below presents an overview of the strategic objectives and outcomes. The outputs are defined in the detailed integrated results and resource framework attached as Annex I. The proposed programme components/projects to deliver the migration products and services are elaborated in section 4.2.

Figure 3: Summary results chain



4.2 Proposed programme components

Programming will be undertaken within three pillars as outlined in the programme conceptual framework, that is, vulnerability context; migration governance; and responses to migrants in crises.

Programme component I: Response to the general vulnerability and strengthening resilience

Within the vulnerability context and resilience pillar, IOM will work with the following strategies consisting of:

- i. Improving awareness of the linkages between the vulnerability context and migration and human trafficking;
- ii. Promoting resilience within internal and cross-border migrant sending and migrant receiving communities through interventions that include, inter alia, community-based disaster risk management, community-based planning, training for developmental leadership and support to locally identified priority projects; and
- iii. Advocating for programme responsiveness to address root causes of vulnerability issues affecting migrant sending and migrant receiving areas.
- iv. Adopting the “spaces of vulnerability approach”² to address and facilitate rights-based health service delivery, build capacity of local authorities, key stakeholders as well as migrant communities to promote equitable access to comprehensive health services including malaria, HIV and TB prevention, diagnosis and treatment practices.
- v. Supporting migration health innovations to ensure migrants’ access to a continuum of care and support GoZ to harmonization GoZ of treatment protocols with those in the region.
- vi. Ensuring programming promotes capacity-building of migration affected groups (i.e. demand side) and government as well as other key stakeholders (i.e. supply side) to conceptualize and operationalize rights-based approaches in emergency, disaster and migration crisis management cycle.

² The spaces of vulnerability approach is based on an understanding that health vulnerability stems not only from individual but also a range of environmental factors specific to the unique conditions of a location, including the relationship dynamics among mobile and sedentary populations. Spaces of vulnerability are those areas where migrants and mobile populations live, work, pass-through or from which they originate. They may include the following; land border posts, ports, truck stops or hot spots along transport corridors, construction sites, commercial farms, fishing communities, mines, migrant communities and urban informal settlements, migrant-sending sites, detention centers, and emergency settlements.

Implementation of these strategies will see IOM generating and providing data on migration-affected communities, advocating for responsive development programming, and providing working models to guide responsive actions. IOM will utilize the spaces of vulnerability approach to address and facilitate rights-based health service delivery, build capacity of local authorities, key stakeholders as well as migrant communities to promote equitable access to comprehensive health services including malaria, HIV and TB prevention, diagnosis and treatment practices. With the aim of achieving universal health coverage, programmes and actions should include public health and non-health sector interventions that address the underlying migration-related determinants of health.

Programme component II: Response to migration governance issues

Within the migration governance pillar IOM's prioritization of actions will be informed by national priorities and it is expected that the country will continue with a focus on the following strategies:

Migration and development

IOM seeks to harness the development potential of migration for the benefit of the country, communities and societies as well as the individual migrants. IOM Zimbabwe therefore seeks to implement programmatic activities which broadly include, but are not limited to:

- Strengthening the capacity of the Government of Zimbabwe and other stakeholders to effectively mainstream migration issues in the development planning processes.
- Improved understanding on internal migration trends with a view to promote livelihoods/micro-enterprises, economic development and alleviating poverty in affected areas.
- Fostering economic and community development in areas affected by cross-border mobility.
- Supporting diaspora mapping and engagement in national development process.
- Enhancing the development impact of remittances.
- Facilitating the return and reintegration of qualified nationals.
- Improved governance of migration through the use of evidence-based instruments.

Facilitating safe and circular labour migration

Given the increasing temporary and often circular migration from Zimbabwe and within the region, IOM supports schemes to maximize the positive impact of temporary movements on development. In this regard, IOM Zimbabwe will focus on:

- Facilitating safe and legal labour migration within the region and to selected developed countries;
- Supporting return and reintegration projects for migrant workers;
- Promotion and protection of rights of migrant workers.

Comprehensive migration management with a focus on integrated border management and counter-trafficking

In light of the prevalence of irregular migration, human trafficking and an influx of third-country nationals, IOM aims to strengthen national capacities on comprehensive migration management. In this regard, IOM will focus on:

- Supporting development and implementation of relevant migration management and counter-trafficking training programmes;
- Providing technical assistance on improving border management information systems;
- Support the development and implementation of the national TiP action plan with the active involvement of civil society partners.

Cross-cutting programming responses that support adherence to international norms and standards

- Improving the knowledge and statistics base on migration issues to facilitate evidence-based programming and policymaking;
- Supporting the development of legislation and policies for a sound migration management framework in line with relevant international migration law;
- Enhancing institutional capacity for improved coordination of migration issues;
- Support the implementation of the 61st World Health Assembly resolution on Migration Health to improve health equity for migrants and implementation of universal health coverage, policies outside the health sector to ensure an integrated holistic response;

- Strengthen the implementation of the International Health Regulations to in response to health vulnerabilities associated with population movements;
- Promoting the voices and participation of migrants, border communities and other civilian populations in migration dialogues;
- Strengthening the national capacities to use the gender lens for analysing labour migration as gendered labour demands influence who will migrate and under what conditions.

Programme Component III: Response to the needs of migrants in crises

In responding to migrants in crisis and those requiring migrant assistance, IOM will focus its attention on the following:

- i. Ensuring the availability of timely and accurate information on migrants in different types of crises;
- ii. Supporting the development, operation and management of a sound response system for migrant crises;
- iii. Strengthening capacities for responses including integrated disease surveillance and response (IDSR) to migrants in crises;
- iv. Providing direct assistance to migrants in crises;
- v. Providing migrant assistance to victims of human trafficking and other vulnerable cases;
- vi. Assisting migration-affected groups and key stakeholders implementing durable solutions in the immediate aftermath, intermediate and long-term phases of a crisis.

Within this strategic pillar IOM will work with the Government of Zimbabwe to ensure a comprehensive and sustainable framework for the direct support to migrants in crisis is developed and implemented. Development of standard operating procedures for the direct assistance as well as development of assistance protocols will also be prioritized as a long term measure to ensure sustainability. Vulnerable migrants that will be targeted include third-country nationals in detention facilities, identified victims of trafficking, stranded migrants, unaccompanied minors and migrants affected by internal displacement.

5 Organizational capacity and excellence (strategic objective 4)

IOM has operated in a humanitarian crisis and demonstrated an ability to look beyond immediate material needs to focus on reintegration and the prevention of future crises. During this period, several important lessons have been learnt and areas for both programmatic and management improvements have been identified. The operational context for the strategy period requires that IOM pays attention to issues that may hitherto, have not received concerted attention.

Key areas that have been identified through consultations with partner and internal reflection include the following:

- i. Strengthening results-based management;
- ii. Securing resources that enable the organization to support multi-year programmes;
- iii. Improved integration across projects;
- iv. Improving data management, disaggregation, analysis and reporting;
- v. Operational improvements to maintain the comparative advantage in responding to crises; and
- vi. Improving public awareness of IOM and IOM programmes.

6 Partnership strategy

The successful delivery of the Strategic Plan 2015–2018 hinges on IOM strengthening past partnerships and utilizing its relationships of trust to encourage dialogue and actions to address migration challenges. The Mission will engage in partnerships with government ministries to enhance migration governance. Key ministries in migration governance will be the Ministry of Home Affairs, Ministry of Justice, Ministry of Finance, Ministry of Foreign Affairs, and the Ministry of Public Service, Labour and Social Welfare. IOM will work in partnership with the Zimbabwe Statistical Agency to improve the availability of migration-related data through the periodic updating of the country's migration profile. In addressing issues of vulnerability and drivers of internal and cross-border migration, IOM will work in partnership with local authorities and civil society organizations to promote the identification of local opportunities for action. Opportunities to promote IOM's CBP and TFDL with various organs including civil society organizations working on human rights, governance and human rights issues. In responding to migrants in crises, IOM will work in partnership with civil society organizations, local authorities as well as relevant government departments.

7 Programme risk management

Implementation of the strategic plan as described in this document faces several risks. Key risks were identified and will be monitored and managed through the life of the strategic plan.

Key risk 1: Inadequate funding for the IOM country programme

The shift in funding partner priorities from humanitarian support to development support has had a considerable impact on IOM Zimbabwe Country Office funding. The bulk of the funding previously received was often directly from funding partner capitals rather than country programming funds. The shift to development support means that IOM will have to secure funding out of country programming funds. To address this challenge, IOM will ensure the migration agenda is included in development programming. In addition, IOM will improve the profiling of migration issues with a view to improving the understanding of the linkages between migration and other development goals. IOM will also engage with the Government, local authorities, UN agencies and civil society organizations to jointly mobilize resources for migration focused activities within the resilience and development agenda.

Key risk 2: Slippage into large-scale humanitarian crisis

Zimbabwe's recovery remains fragile with the possibility of slippage into crisis that would affect migrants. To support the development process while retaining the capacity to rapidly respond to any large scale humanitarian crisis, IOM will retain a close networking relationship with partners that have formed the core of past humanitarian work and work to sustain the core capacities for a rapid response. Furthermore, IOM will work to, within the context of development work, strengthen local level and national level capacities to anticipate, prevent and respond to humanitarian crises.

Key risk 3: Inadequate resources allocated for state institutions to carry out their respective mandates

Recognizing the limited fiscal space for programme expenditures, IOM will work with stakeholders to mobilize resources to enable migration management departments to carry out their mandates. To ensure such efforts do not result in the neglect of state obligations, support for resource mobilization towards

government capacity will be accompanied by clear commitments on how the supported functions will be undertaken in the future.

8 Monitoring, evaluation and learning

- Performance monitoring for the strategy will include ongoing and routine collection of output and outcome indicator data to reveal whether desired results are being achieved and whether the strategy and programme implementation is on track.
- Evaluation, learning and adapting will provide an iterative framework for reviewing the external changes and lessons learned from the strategy implementation so that programmes and projects are adapted.
- Monitoring of the implementation of the strategic plan will be undertaken at different levels. A primary focus will be on the delivery of planned outputs and outcomes. The performance of the strategic plan will be assessed on an annual basis enabling adjustments to be made. To facilitate monitoring, IOM will strengthen internal monitoring systems with a focus on systems for data management and analysis.
- A mid-term review will be conducted towards the end of the second year of the strategy implementation and a final evaluation will be conducted to allow a comprehensive analysis of both the design of the strategy and its implementation.



Complete shelter Unit for Chibuwe Floods Survivor © IOM (Photo : Gideon Madera)



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