The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the report do not imply expression of any opinion whatsoever on the part of IOM concerning legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

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 the meeting of operational challenges of migration; advance understanding of migration issues; encourages social and economic development through migration; and uphold the human dignity and well-being of migrants.
IOM ZIMBABWE NATIONAL COUNTRY STRATEGY
2021 -2024
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The International Organization for Migration (IOM), is the principal intergovernmental organization in the field of migration, committed to the principle that humane and orderly migration benefits Migrants and society. IOM works with government, intergovernmental and non-governmental 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 wellbeing of Migrants. IOM has been operational in Zimbabwe since 1985, and Zimbabwe became a Member State of IOM in 2002. Since 1985, IOM’s work in Zimbabwe has evolved over time in keeping with the country’s changing needs.

The IOM Zimbabwe Strategy 2021-2024 has been developed through a comprehensive consultative process within IOM and with external stakeholders including Government, other UN Agencies, international NGOs, and local civil society organizations. This document provides the strategic direction of the Mission in the 2021-2024 programming period. The IOM Zimbabwe Strategic Plan (2021–2024) sets out the cooperation agenda on migration management between IOM, the Government of Zimbabwe (GoZ), development partners, United Nations agencies, private sector, and civil society organizations.

The Strategy is anchored on the Migration Governance Framework (MiGOF), the Sustainable Development Goals (SDGs), the Global Compact on Safe, Orderly and Regular migration (GCM), IOM’s Global Strategic Vision and the IOM Regional Strategy for Southern Africa.

The IOM Zimbabwe Strategy 2021–2024, is guided by national priorities as enunciated in the Zimbabwe National Development Strategy, and the Zimbabwe United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026. Interventions include:

- Technical assistance to the GoZ on managing internal migration, immigration, and border management
- Cross-border migration management
- Migration and health
- Assistance to returned Migrants and internally displaced persons (IDPs)
- Migration data
- Refugee resettlement programmes
- Repatriation of stranded Migrants
- Migration and development
- Migration, environment, and climate change
- Reintegration and community stabilization
- Ongoing support for the over 310,000 Migrants who have returned to the Zimbabwe since the onset of the COVID-19 pandemic.

The implementation of IOM Zimbabwe’s strategy will be anchored on long-term funding. IOM’s resource mobilization strategy will be anchored on intensifying efforts to raise the required resources to support implementation of this strategic plan. IOM will continue to provide support to Migrants and Government in addressing migration and mobility related challenges, while maximizing the development potential of migration.

I wish to express my profound gratitude to the Government of Zimbabwe, donors and development partners who continue to support our work in Zimbabwe.

Mario Lito Malanca
IOM Chief of Mission
Harare, Zimbabwe
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ATIMC</td>
<td>Anti-trafficking Inter-Ministerial Committee</td>
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<td>AVVRS</td>
<td>Assisted Voluntary Return and Reintegration</td>
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<td>CAP</td>
<td>Consolidated Appeals Process</td>
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<td>CCCM</td>
<td>Camp Coordination Camp Management</td>
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<td>CFHD</td>
<td>Civic Forum on Human Development</td>
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<td>CSU</td>
<td>Counselling Services Unit</td>
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<td>DTM</td>
<td>Displacement Tracking Matrix</td>
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<td>GCM</td>
<td>Global Compact for Migration</td>
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<td>GOZ</td>
<td>Government of Zimbabwe</td>
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<td>HIV</td>
<td>Human immunodeficiency virus</td>
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<tr>
<td>IBM</td>
<td>Integrated Border Management</td>
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<td>IDPS</td>
<td>Internal Displace Persons</td>
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<td>IIDF</td>
<td>International Institute for Development Facilitation</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>MIDSA</td>
<td>Migration Dialogue for South Africa</td>
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<td>MIGOF</td>
<td>Migration Governance Framework</td>
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<tr>
<td>MOPSLSW</td>
<td>Ministry of Public Service, Labour and Social Welfare</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NAPLAC</td>
<td>National Plan of Action of Trafficking in Person</td>
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<td>NCCRS</td>
<td>National Climate Change Response Strategy</td>
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<tr>
<td>NFI</td>
<td>Non-Food Items</td>
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<td>NGOS</td>
<td>Non-Governmental Organizations</td>
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<td>SADC</td>
<td>Southern Africa Development Community</td>
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<td>SDGS</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>PDII</td>
<td>Partnership for Development Initiative Trust</td>
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<td>TB</td>
<td>Tuberculosis</td>
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<td>TEPs</td>
<td>Temporary Employment Permits</td>
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<td>TIP</td>
<td>Trafficking in Person</td>
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<tr>
<td>UNDESA</td>
<td>United Nations Department of Economic and Social Affairs</td>
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<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<tr>
<td>UNODC</td>
<td>United Nations Office on Drugs and Crime</td>
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<tr>
<td>VOT</td>
<td>Victims of Trafficking</td>
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<tr>
<td>WASH</td>
<td>Water Sanitation and Hygiene</td>
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<tr>
<td>ZCDT</td>
<td>Community Development Trust</td>
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<tr>
<td>ZHLDT</td>
<td>Zimbabwe Humanitarian and Livelihoods Development</td>
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<tr>
<td>ZHRC</td>
<td>Zimbabwe Human Rights Commission</td>
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<tr>
<td>ZPP</td>
<td>Zimbabwe Peace</td>
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<tr>
<td>ZUNDAF</td>
<td>Zimbabwe United Nations Development Framework</td>
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IOM MISSION

The International Organization for Migration (IOM) is the leading intergovernmental organization in the field of migration and is committed to the principle that humane and orderly migration benefits Migrants and society. IOM is part of the United Nations system, as a related organization. IOM supports Migrants across the world, developing effective responses to the shifting dynamics of migration and providing advice on migration policy and practice. The Organization works in emergency situations, developing the resilience of all people on the move, and particularly those in situations of vulnerability, as well as building capacity within governments to manage all forms and impacts of mobility. The Organization is guided by the principles enshrined in the Charter of the United Nations and upholds human rights for all. Respect for the rights, dignity and well-being of migrants are paramount.

Established in 1951, IOM has more than 170 Member States, offices in over 400 field locations and more than 14,000 staff, with 90 percent of staff deployed in the field. In the Southern Africa region, IOM has 15 country offices. In Zimbabwe, IOM has operational coverage in all the country’s 10 provinces. With its head office in Harare, a sub-office in Beitbridge, as well as on-the-ground staff in Mutare, Plumtree and Chirundu, IOM has a strong field-level presence in Zimbabwe.

As recognized in the 2030 Agenda for Sustainable Development, human mobility is indivisible from sustainable development. The Sustainable Development Goals (SDGs) – and the commitment to leave no one behind – will not be achieved without due consideration of migration. Additionally, the Global Compact for Migration (GCM) is grounded in the 2030 Agenda and promotes the principles of adopting a whole-of-government and whole-of-society approach to address this intrinsic link. Furthermore, IOM’s Council of Member States endorsed the Migration Governance Framework (MiGOF), which presents the essential elements to ensure migration fulfills its potential to benefit Migrants and society. Towards achieving this final objective, and at the request of its Member States, IOM developed the Migration Crisis Operation Framework (MCOF) which combines IOM’s humanitarian, recovery, and migration management services in 15 sectors.

This Strategy will support Member States to achieve these objectives, ultimately leveraging the potential of migration through a whole-of-government approach to achieve sustainable development outcomes for all. It is a direct contribution to the Decade of Action to fast-track progress for reaching the Sustainable Development Goals. It brings greater coherence and development impact to IOM’s activities and allows for a joined-up approach to the way the Organization designs and delivers its operations, as called for in IOM’s Global Strategic Vision. IOM’s Strategic Vision, presented to IOM Member States in 2019, spans the period of 2019 to 2023. The Vision articulates how IOM plans to meet its new and emerging responsibilities, including IOM’s mandated role as Network Coordinator. It sets out the ‘direction of travel’ for IOM, is forward looking and encourages ‘joined up thinking’. This Strategy is aligned with the Vision, its corresponding Regional Strategy for Southern Africa, and the IOM Strategic Results Framework, which are anchored in the overall framework of the 2030 Agenda and the Global Compact for Migration.

IOM ZIMBABWE

Established in 1985, IOM Zimbabwe is recognized by the GoZ as the principal international inter-governmental organization addressing the entire spectrum of migration issues. IOM Zimbabwe falls under the Organization’s Regional Office for Southern Africa and supports the regional goal to contribute to a comprehensive, systematic, and holistic approach based that contributes to a solid regional partnership on migration. IOM’s work in Zimbabwe falls under several areas of migration governance, and includes projects in the field of development, humanitarian assistance and human rights. IOM has implemented projects providing technical assistance on migration management, emergency humanitarian response, migration health interventions, protection of migrants’ rights, and dissemination of safe migration information, also in the context of the COVID-19 pandemic. IOM is part of a dynamic region characterized by significant cross-border movements of populations. While migration from the country has never ceased since independence, intense mobility from the country has increased in the last decade. Economic instability is a major driver of contemporary migration from the country. In the last decade the profile of Migrants has changed from predominantly male to include an increasing proportion of women who migrate alone or as heads of households. This is especially important to note as female migrants face major risks, including sexual exploitation, trafficking, and violence. In addition, unaccompanied and separated children also migrate. Considering the main challenges posed by high volumes of migration, the government has adopted a proactive attitude towards the management of migration. IOM has supported the GoZ in developing key migration policies, which include the National Diaspora Policy, the National Labour Migration Policy, and the Draft National Migration Policy. This strategy will support the GoZ in implementing key migration policies and in addressing migration challenges.

1 IOM Regional Strategy for Southern Africa 2020-2024
CONTEXT OF MIGRATION IN ZIMBABWE

The Southern African Development Community (SADC) region has complex migration dynamics, influenced by evolving economies, political instability, socio-economic challenges, natural disasters, and significant cross-border movements of populations, usually in search of protection and livelihood opportunities.

Zimbabwe has a unique migration history seeing the shift from being a migration destination country, to a country of origin and more recently, as a major transit country for Migrants en-route to South Africa. Zimbabwe is also a safe destination for migrant labour along borders with Mozambique. Zimbabweans still migrate to work in South Africa in the gold, diamond, and copper mines as well as on commercial farms and informal market jobs. In fact, Zimbabweans make up the largest group of migrants in South Africa.

Zimbabwe has not been spared from the impacts of climate change, which has resulted in recurring droughts and other climatic shocks. The country was hit by the strongest recorded cyclone in the Southern Hemisphere, cyclone Idai, which affected 270,000 people in Zimbabwe and more than 340 died and hundreds are still missing. This was followed by Tropical storm Eloise in mid-January 2021. Long term development and adaptation to climate change can create conditions for migration to be a choice, not a necessity.

In 2020, because of the COVID-19 pandemic, Zimbabwe experienced the return of over 240,000 migrants to the country. According to the GoZ, travel restrictions and the closure of border crossing points to the general population to mitigate the spread COVID-19, has inadvertently resulted in a reported increase in the use of irregular crossing points and smuggling of goods along the country’s porous border lines. This phenomenon increases the risk and vulnerability of Migrants.

After independence, Zimbabwe witnessed three main waves of migration. The first wave was between 1980 and 1984, when a significant proportion of Zimbabweans migrated to South Africa and Australia. This was followed by a second wave in the 1990s in response to the negative effects of the Economic Structural Adjustment Programmes (ESAP), recurrent drought and the associated economic recession. Professional Zimbabweans who migrated to South Africa, Botswana, the United Kingdom, and the United States dominated this second wave. The third wave has two distinct flows: the first flow is associated with labor migrants involved in circular migration, while the latter flow involves the migration of former commercial farm owners following the land reform programme.

Due to its proximity to South Africa, Zimbabwe has been a transit country for migrants from countries in the Horn and Central Africa such as Burundi, Democratic Republic of Congo DRC, Ethiopia, Somalia, Eritrea, Tanzania, and others en-route to South Africa. However, over the years, internal migration in Zimbabwe has increased tremendously, and the dominant patterns of migration include rural to urban, urban to rural, rural to rural and urban to urban.

In 2020, there was a marked decline in mobility in Zimbabwe due to restrictions on movement and economic lockdown measures introduced by the Government to mitigate the spread of the COVID-19 pandemic. There were also considerable numbers of Migrants from other countries that became stranded in Zimbabwe, requiring assistance with repatriation to their countries of origin.

The contribution of Migrants to Zimbabwe’s improved social protection and human development has been considerable. In the period 2020-2021, the Zimbabwean diaspora were reported to have remitted over USD 1.6 Billion representing a significant percentage of the country’s GDP. Zimbabweans abroad continued to contribute to the country’s social and economic development through skills transfers, philanthropic contributions, and investments.

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1 Daniel Tevera and Lovemore Zinyama (2002), Southern Africa Migration Project (SAMP), Zimbabweans who Move, Perspectives on International Migration in Zimbabwe
2 South Africa (2016), Community Survey 2016
3 IOM Zimbabwe Weekly Points of Entry Situation Report 37, May 2021
4 Jonathan Crush and Daniel Tevera,( 2010) Zimbabwe’s Exodus, Migration, Survival
5 Reserve Bank of Zimbabwe
6 IOM Zimbabwe National Country Strategy 2021-2024
According to the United Nations Department of Economic and Social Affairs (UNDESA), there were a total of 411,300 migrants in Zimbabwe in 2019. Approximately 87% of international migrants in Zimbabwe hailed from five countries namely, Mozambique with 160,000 migrants, Malawi with 98,383, Zambia with 26,909, United Kingdom with 15,561 and South Africa with 11,571 migrants.

Between 2010 and 2016, the GoZ issued 18,436 Temporary Employment Permits (TEPs) to nationals from 74 countries worldwide. The majority (11,272) was issued to Chinese national accounting 71% and South Africa is second with 1,859 followed by India and Zambia.

Labour Mobility

The volume of cross-border traffic between Zimbabwe and its neighboring countries has escalated dramatically over the past two decades. This follows the adoption of cross-border migration as one of the key survival strategies for many households in the face of severe economic challenges.

As the legal channels for labour migration are often perceived by Migrants to be overly expensive, time consuming and bureaucratic, the volume of Migrants leaving Zimbabwe irregularly has increased. Similarly, there has been an increase of Migrants transiting irregularly through Zimbabwe. Thus, during the period 2010-2016, the GoZ detained, prosecuted, and deported between 365 to 2,316 irregular migrants for immigration related offences. The average length of detention for immigration related violations ranged from 72 hours to five months. Despite options for regular migration for employment purposes through issuance of TEPs, most migrant workers remain in irregular status, with many having entered Zimbabwe without documents. Many have not registered with the authorities or failed to complete the regularization process. According to the 2014 Labour Force Survey there were 78,000 irregular Migrants out of a total of 207,000 Migrants in the country. In addition, the Zimbabwe 2019 LFCLS estimates that there are 254,000 Migrants in the country and 30,000 of them are labour migrants.

Migration Protection and Assistance

Between 2018 and 2020, a total of 91,413 Zimbabwean Migrants in irregular migration flows (19,630F/ 66,140M/ 5,643 accompanied and unaccompanied minors) were returned from Botswana and South Africa through the Beitbridge and Plumtree Migrant Reception and Support Centers. In addition, Zimbabwe is also considered a source, destination and transit country for people subjected to forced labour and sex trafficking. 187 Zimbabwean victims (184F/ 3M) of trafficking were repatriated from primarily the Middle East between 2016 and 2020. Following the economic decline of the early 2000s, Migrants have faced bottlenecks in healthcare services due to language and cultural barriers, lack of immigration status, and the geographic remoteness of their communities. The onset of the COVID-19 pandemic and associated travel restrictions and economic closures introduced in March 2020 have worsened the vulnerability of irregular migrants in Zimbabwe and impacted on the protection environment as available resources were diverted to address COVID-19 related prevention and mitigation.

Migration Protection and Disaster

In 2020, there were 22,168 refugees and asylum seekers in Zimbabwe. Between 2017 and 2020, IOM resettled 537 Migrants to third countries in the Western hemisphere. Cyclone Idai in March 2019 affected 270,000 people in Manicaland and Masvingo provinces, with 50,905 individuals being estimated to have been internally displaced persons (IDPs). 97.5 per cent of these displaced persons are living in host communities and 2.5 per cent are residing in IDP camps.
Climate Change

Zimbabwe has one of the most variable rainfall patterns in the world, with dry spells and droughts as part of a normal cycle. The impact of poor weather patterns are compounded by the harmful effects of poor land-use practices, notably deforestation, soil degradation and water pollution. Zimbabwe’s National Climate Change Response Strategy (NCCRS) states that “Climate change is the biggest threat to humanity today”, and this at a time when many parts of the world already experience environmental degradation, water shortages, poverty, hunger, and inequality. Women are disproportionately vulnerable to the effects of climate change, which could, in turn, exacerbate existing gender disparities. In Zimbabwe, it is estimated that climate change will cause average temperatures to rise about 3 °C before the end of this century. Annual rainfall could decline by between 5% and 18%, especially in the south.

Cross-border Management

Zimbabwe is recovering from more than a decade of socioeconomic challenges, which have led to high levels of cross-border mobility, irregular migration, increased incidence, and prevalence of TIP, especially among women and children, human smuggling, and mixed migration flows. In response to the multifaceted migration challenges, the GoZ, in collaboration with IOM, worked on various sector-specific initiatives with a view to strengthening the GoZ’s capacity in comprehensive and effective migration management and governance.

Migration Governance

Over the past two decades, Zimbabwe has experienced macroeconomic challenges and has witnessed multiple and complex migration characterized by high levels of cross-border mobility, irregular migration, human trafficking, and mixed migration flows.

The national Migration Governance Indicators (MGI) Assessment revealed that the GoZ with support from IOM, has successfully established institutional structures and instruments and behavioral changes to address migration in a whole-of-government manner. This has been done through sector-specific initiatives to strengthen Zimbabwe’s capacity for effective migration management. Significant successes have been achieved in policy development with the National Diaspora Policy in 2016, the National Labour Migration Policy in 2019 and the Draft National Migration Policy, and policy reform instruments including a comprehensive Migration Law Review.

At a national level, migration governance is enshrined in Zimbabwe’s Constitution and various pieces of legislation, including the Immigration Act and the Trafficking in Persons Act (Chapter 9.25) of 2014, among others. Zimbabwe’s migration-related institutional frameworks include the National Diaspora Directorate and the Anti-Trafficking in Persons Secretariat. Given the cross-cutting and multi-sectorial nature of migration issues handled by different line ministries, a multiplicity of coordination structures is inevitable. The overlapping mandate of several portfolios requires a carefully designated institutional mechanism that makes the effective coordination of migration management possible, as called for in this Strategic Vision.

Key achievements on migration governance in 2020 include the integration of migration within the National Development Strategy 1, the conduct of the Migration Governance Indicators Survey for Zimbabwe as a barometer for migration governance and the inclusion of migration within the Common Country Analysis (CCA) for the development of the United Nations Sustainable Development Cooperation Framework (UNSDCF). IOM Zimbabwe is therefore aligning the country strategy and the following strategic objectives that address governance to strengthen IOM’s capacity to provide technical assistance and support to improve governance.
STRATEGIC APPROACH

Zimbabwe’s Vision 2030 statement, “Towards a prosperous and empowered upper middle-income society by 2030,” represents the overarching framework to achieve the 2030 Agenda for Sustainable Development. The 14 thematic areas of the National Development Strategy 1 (NDS1) are aligned to the SDGs core objectives with the aim of consolidating macroeconomic stability, while creating certainty and confidence to transform the country into an open and competitive economy. Governance is critical to accelerate the reforms that are largely seen as a precondition to Zimbabwe’s re-engagement in the global community. IOM Zimbabwe’s Strategic Plan is aligned to the 10 Strategic Objectives of the IOM Regional Strategy for Southern Africa. These strategies have been inspired by the goals and aspirations of Agenda 2063, alongside deliberations within IOM about what may be the most relevant to achieve over the next decade.

Priority Area 1: Migration and Sustainable Development

Strategic priority 1: Advanced well-being of society and migrants through stronger migration governance and development

IOM will advance the well-being of society and Migrants by supporting partners to mainstream migration issues in the governance and development process. Equipping governments with the knowledge, skills, and tools to develop and operationalize stronger migration governance is critical. IOM will support regional dialogue on migration mobility with the aim of developing cooperation. IOM Zimbabwe will support the full implementation of the country’s three migration related national policies and continue to support improved inter-state collaboration on migration with her neighbors, namely Zambia, through the Zimbabwe – Zambia Migration Management Stakeholders Cross Border Forum and with South Africa through the Zimbabwe- South Africa Migration Management Stakeholders Collaboration Forum and the Zimbabwe – Mozambique Migration Stakeholders Collaboration Forum. IOM will further strengthen government’s efforts to establish a Cross Border Collaboration Forum with Botswana. IOM will further support improved Immigration and Border Management interventions at key border points.

IOM works to provide a foundation on which increased government capacity to manage migration and assistance to vulnerable migrants is sustained through time. IOM seeks to harness the development potential of migration for the benefit of the country, communities, and societies as well as the individual Migrants. The proposed outcomes aim to support Zimbabwe to minimize migration risks and optimize benefits.

Outcome 1

Strengthened capacity of the Government of Zimbabwe and other stakeholders to effectively mainstream migration issues in the development planning processes

IOM will continue to seek sustainable capacity gains with government partners to leverage economic and social development benefits from migration. IOM will center efforts on three components of institutional capacity:

1. Policy instruments including laws, frameworks and actions plans.
2. Inter-institutional collaboration, by supporting governmental coordination mechanisms as well as bilateral, regional, or global dialogues on common concerns and new initiatives on migration such as labour migration.
3. Increased understanding and information on migration issues

Outcome 2

Improved governance of migration through the use of evidence-based instruments

Timely, reliable, accessible, and comparable data on migration is key to effective migration governance and upholding the rights of Migrants. IOM recognizes the importance of disaggregating data by migratory status, which is an important step towards establishing scientific evidence to inform policy formulation. In collaboration with the Regional Migration Data Hub (RMDHub) IOM seeks to provide stakeholders with timely and high-quality migration data to ensure policy-making benefits from solid evidence. Launched in 2017 by IOM in collaboration with SADC member States, RMDHub works towards generating scientific evidence and solid knowledge base on migration through data collection, collation, and analysis of migration trends, to help advanced policies at the national and regional levels in Southern Africa. IOM Zimbabwe will also continue to generate data on displacement and flow monitoring through the Displacement Monitoring and Tracking and Flow monitoring Surveys. The information will be used to inform programmatic responses, policy, and advocacy. IOM will also further collect and disseminate human rights protection monitoring data for use by IOM and partners.
Outcome 3

Strengthened cross-border migration management

To address the vast challenges at borders, IOM will build institutional capacities for service delivery to vulnerable migrants at the border, including primary health care delivery at points of entry, implementation of international health regulations, and prevention of cross-border transmission of communicable diseases. To facilitate safe, dignified, and orderly migration and trade, IOM will continue to reinforce dialogue with local authorities. IOM will also support the Government in the development and use of relevant SOPs for improved migration management and service provision, within the context of pandemics with mobility dimensions such as COVID-19.

Priority area 2: Safe and Orderly Migration

Strategic Priority 2: Established foundations for migrants to be protected from human rights abuses and enabled to migrate in a safe, orderly and dignified manner

IOM will further advance the initiatives to build a basis for migrants to be protected from human rights abuses and work towards migration taking place in a safe, orderly, and dignified manner.

Outcome 1

Addressed challenges related to irregular migration, trafficking in persons and smuggling of migrants, and ensure protection of the most vulnerable

IOM will continue to support Zimbabwe in the development and implementation of sound migration policy and legal instruments and will facilitate dialogue aimed at reducing incidents of trafficking in persons and smuggling of migrants. Through implementing protection-focused integrated border management trainings and the rollout of border management tools and systems, government will be better able to manage borders, and to prevent exploitation of migrants. IOM will support the GoZ to implement the Trafficking in Persons National Plan of Action (NAPLAC), monitor trafficking trends and design innovative ways of addressing the challenge.

Outcome 2

Facilitated voluntary humanitarian return and reintegration

IOM will continue to contribute to durable solutions for migrants who are unable or unwilling to remain in host countries by providing assisted voluntary return, and where applicable, reintegration services in line with international human rights principles.

Outcome 3

Increased employment and livelihood opportunities

Deficiencies in the labour market and lack of employment opportunities in countries of origin and expectations of more attractive salaries and working conditions in destination countries are significant triggers of internal and international migration. IOM will continue to facilitate employment and regular labour migration opportunities through bilateral and multilateral agreements and dialogue. IOM will further work towards addressing the root causes of irregular migration through promoting locally relevant sustainable livelihoods interventions in communities of origin, including youth. IOM will also support livelihoods interventions for returned migrants to prevent negative coping strategies.
Priority area 3: Save lives and alleviate suffering in the context of natural and manmade disasters

Strategic Priority 3: Protect displaced persons and affected communities from the impact of natural and manmade disaster and hazards and increase resilience.

IOM will support partners to address displacement-related challenges by helping to build capacities to ensure that displaced persons and affected communities are protected from and are resilient to the impact of natural and man-made disasters and hazards. This will be achieved through several interventions, utilizing IOM’s global tools and methodologies, including the areas of CCCM, DTM, shelter and emergency response.

IOM’s primary groups of concern in this area are people displaced by, or vulnerable to displacement by natural disasters and climate change, and communities affected by displacement, including host communities, transit, and resettlement locations. The proposed outcomes aim to address the needs of these groups in an adequate, timely and safe manner. IOM will continue to assist IDPs in the form of emergency and transitional shelters, NFIs and advocacy with the Government for long term durable solutions to displacement in Zimbabwe.

Outcome 1

Better conditions and services provided to communities following natural disasters

Zimbabwe has over the past three decades been subject to harsh weather conditions which have left the citizens in dire situations, with no food and shelter. These disasters and hazards, which have led to flooding, droughts and displacements coupled with the ongoing harsh socio-economic conditions and lack of preparedness by the stakeholders and the communities, have further exposed the already struggling population. With the use of the Displacement Tracking Matrix, IOM will continue to track the mobility of the affected populations and provide evidence-based data to the various response partners for improved targeted programming towards recovery and reintegration. IOM is supporting the construction of transitional shelters and the relocation of IDP households from the camps to permanent relocation sites, taking lessons learned from the response to Cyclone Idai, which brought heavy rains and strong winds that triggered flooding and landslides, which resulted in loss of life, damage to homes, fields, schools and roads, disruption to livelihoods and displacement. While not Zimbabwe’s first disaster, it followed in the wake of other natural disasters including droughts and floods. The lack of emergency support to migrants and host communities is still present two years on. IOM as the shelter cluster lead, aims to contribute towards improved response through provision of updated information, capacity support for stakeholders and emergency shelter materials.

Outcome 2

Improved protection services to mobile and vulnerable individuals including migrants, IDPs and host communities focusing on access to medical care, mental health and psychosocial support, litigation, access to documentation and non-food kits

The COVID-19 pandemic has put pressure on already strained health systems at points of entry and in local communities. While hard data is yet unavailable, there is a strong demand for psychosocial support at points of entry across Zimbabwe. In 2020, IOM established health points at points of entry to provide protection services focusing on medical care, mental health and psychosocial support, litigation, access to documentation and non-food kits to mobile and vulnerable individuals including migrants, IDPs and host communities.

Outcome 3

Strengthened national and local capacity to prepare for and respond to natural crises

IOM will pursue capacity-building gains in its work responding to natural crises. IOM will also build on good practices in its support to disaster management agencies. This involves reinforcing existing government structures and facilitating coordination for disaster risk governance, further encouraging information sharing practices among the government and local authorities and increasing relevant institution’s overall capacity to address the phases of the disaster management cycle through a harmonized and coordinated approach. IOM will further strengthen programming on Migration Environment and Climate Change (MECC) at both policy and operational levels.
MONITORING AND EVALUATION

The Mission will embrace a culture of evaluation at all stages of implementation, to enhance the Mission’s work, both to demonstrate impact, and to identify gaps that can be met through enhanced response of new activities. Results-Oriented Monitoring and Evaluation will be central to projects implemented by the Mission, and multi-faceted and robust monitoring and reporting mechanisms will be established to measure the effectiveness and impact of all activities. The Mission will design and utilize monitoring and evaluation processes that determine the impact of activities, and not simply confirm that activities and outputs have been delivered as planned. Systematic Results Oriented Monitoring will therefore allow the Mission to obtain qualitative and quantitative data about the needs and gaps prior to an intervention; the efficiency, efficacy, sustainability, and relevance during implementation; and the impact after its conclusion.

The Strategic Results Framework as delivered by IOM Zimbabwe will be designed to:
- Support substantive accountability and transparency to donors, partners, beneficiaries and other stakeholders;
- Prompt and facilitate corrective action;
- Ensure informed decision making;
- Enable organizational and individual learning, to facilitate cross fertilization of ideas between projects and programs.

The Mission will prioritize a tiered system for monitoring and evaluation within projects, that links routine monitoring and delivery of periodic specialized research within projects standard narrative reports. These will be transposed into visually appealing report for donors and other stakeholders.

IOM Zimbabwe will prioritize and enhance a feedback loop within all projects, to better determine the extent to which results are equitable. This will include consultations with beneficiaries, for which mixed method approaches will be adopted to suit the context of the project, including focus groups, key informant interviews and community surveys.

Monitoring and Evaluation undertaken will constitute a key tool to strengthen the evidence base, both to demonstrate the impact of the intervention, but also to highlight ongoing and emerging gaps and needs within the field, to reinforce to donors the need for further support within this sphere, or to introduce, expand and or adjust activities. In this way, the M&E process will also be utilized as a tool for fundraising.

The M&E Operational Plan will provide an overview of the process of M&E at the stages of development, implementation, and final evaluation, as well as the roles and responsibilities foreseen for each staff member.

Monitoring and Evaluation Plan

The Chief of Mission (CoM) provides overall strategic planning, design, direction, and decision making on Mission monitoring and evaluation activities. The CoM is supported by the Program Managers and Heads of Units in overseeing implementation of project components and monitoring activities.

At operational level, project focal staff are responsible for the entire process of project identification and assessments, implementation, monitoring and reporting, assessing risk and opportunities and conducting regular field monitoring to ensure project progress in line with established timelines and objectives and report using established formats to capture quantitative and qualitative information.

M&E will be centered on projects, inputs, outputs, and outcomes to present perceptible results regarding the overall project intervention with the aim of providing critical information for planning, decision making, learning and accountability as core elements of results-based monitoring and evaluation. This is to ensure that proposed activities and services contribute to the achievement of the stated outcomes and impacts as indicated in the project result matrix.

Project staff will conduct routine data collection, surveys, interviews, baseline assessments and field visits. Baseline data will be collected at the onset of projects. Participant pre and post assessments will be conducted, and data analyzed. This data collection will inform progress monitoring of key project output and outcome indicators. The progress indicators including qualitative aspects will be monitored through monthly field reports, regular field visits and quarterly reporting to ensure that activities are monitored, and results and progress are captured consistently.
The project M&E plans and workplans and results frameworks will be central tools to monitor and report on indicators, targets, outputs, outcomes, and data sources. They will be a means of verification of project successes, lessons learned and human-interest stories to share with key stakeholders and donors. IOM will also conduct Post Assistance Monitoring surveys to gather beneficiary feedback thus facilitating beneficiary participation in decisions that improve delivery of future interventions. IOM’s data protection policy and protection policies will be adhered to by all staff in undertaking M&E activities. IOM will conduct periodic outcome-based reviews, internal and external ex-ante, mid-term, and ex-post evaluations to measure results of interventions based on established UNEG guidelines.
The implementation of these strategic objectives faces several risks. The following key risks found in the table below were identified and will be monitored throughout the life of the strategic plan.

<table>
<thead>
<tr>
<th>Risk Factor</th>
<th>Consequence</th>
<th>Risk Treatment Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political:</td>
<td>Political Instability in the country in the build up to, during and after the 2023 harmonized national elections</td>
<td>High impact, the risk factor may result in disruption of project implementation and delays in completion of activities. Institutional memory loss within government</td>
</tr>
<tr>
<td>Economical:</td>
<td>Volatility and rapid fluctuations in the economic environment, instability in the banking system, Currency fluctuation Inflation</td>
<td>High impact on Mission's cost and implementation of projects</td>
</tr>
<tr>
<td>Social:</td>
<td>Social instability in target communities</td>
<td>Adverse impacts on beneficiary participation in project activities</td>
</tr>
<tr>
<td>Technological:</td>
<td>Limited innovation to accomplish new programmatic goals in a dynamic and changing programming context</td>
<td>High Impact on the programmatic capacity of the Mission</td>
</tr>
<tr>
<td>Legal:</td>
<td>Unstable Legal environment characterized by legislative and policy inconsistences and periodic changes</td>
<td>Medium impact on the Mission's activities. Most mission activities are sensitive of policy changes.</td>
</tr>
<tr>
<td>Environmental:</td>
<td>Natural disasters, droughts, floods, health, pandemics</td>
<td>Direct impact in programmatic activities. Impact on the country strategy, and cluster strategies, forecast and prevision on contingency plans.</td>
</tr>
</tbody>
</table>
MANAGING DATA AND INFORMATION

IOM aims to be the primary reference point for migration information through research, data collection and information sharing with governmental and other partners. IOM is committed to strengthening response and innovative programming through enhanced data collection, analysis, and management across all IOM projects. This will contribute to:

1) evidence-based programming and a better understanding of needs and opportunities
2) informing policy, advocacy and coordination efforts; and
3) overall monitoring and evaluation at all levels of intervention.

In support of this, IOM aims to expand its application of the Displacement Tracking Matrix (DTM) and Flow Monitoring, which is a system for tracking human mobility and supports targeted and evidence-based programming.

COORDINATION AND PARTNERSHIPS

The GoZ is the primary partner for all of IOM’s activities in Zimbabwe. IOM is committed to work in close collaboration with traditional and new partners including government entities, the diplomatic community, United Nations and multi-lateral agencies, international and national non-governmental organizations, civil society actors, the diaspora, multi-national and local private sector companies, and academia.

IOM will continue to work closely with the Inter-Ministerial Committee on Migration (IMCM) on improving migration governance and migration management in Zimbabwe, fostering a whole of government approach to migration management. IOM will also work closely with the National Migration Coordination Directorate and the National Diaspora Directorate on the implementation of diaspora related interventions. IOM will also work closely with the Technical Working Group on mixed and Irregular Migration on the implementation of interventions aimed at addressing irregular migration in Zimbabwe. IOM will also continue its dedicated engagement in international coordination, including the Humanitarian Country Team, as the lead of the Camp coordination and Camp Management (CCCM) cluster on natural disasters and the NFI and Shelter sector.

In Counter Trafficking activities, IOM will continue to work in partnership with the Ministry of Home Affairs, chair of the Anti-trafficking Inter-Ministerial Committee (ATIMC); Ministry of Public Service, Labour and Social Welfare (MOPSLSW) on protection issues, Ministry of Health and Child Care; Ministry of Women’s Affairs and the Department of Immigration. IOM will also partner with civil society organizations such as Childline, Musasa, and Save the Children, as well as local authorities, academic institutions, and research centers. IOM will collaborate with the International Labour Organization (ILO), the United Nations Office on Drugs and Crime (UNODC) and UN Women and the United Nations Population Fund (UNFPA) in terms of data collection, quality reporting and policy coherence and mainstreaming of counter-trafficking. IOM will continue to contribute to the mandate of the Zimbabwe Human Rights Commission of monitoring and protection and enforcing human rights in Zimbabwe through its network of 11 civil society organizations. Under the referral pathway system, the Protection and Human Rights consortium consists of partners with both regional and national coverage across the 10 provinces of Zimbabwe and these include the Zimbabwe Human Rights Commission (ZHRC), Civic Forum on Human Development (CFHD), Zimbabwe Community Development Trust (ZCDT), Counseling Services Unit (CSU), Zimbabwe Lawyers for Human Rights (ZLHR), Zimbabwe Human Rights NGO Forum, Zimbabwe Peace Project (ZPP), International Institute for Development Facilitation (IIDF), Partnership for Development Initiative Trust (PDI), Zimbabwe Human Rights Association (ZimRights) and Matabeleland Humanitarian and Resilience Forum (represented by Zimbabwe Humanitarian and Livelihoods Development Trust – ZHLDT). IOM protection activities will focus on provision of emergency lifesaving assistance to mobile and vulnerable populations including IDPs and migrants.

IOM will continue to form and strengthen partnerships with UN agencies within the framework of the United Nations Network on Migration and local and international NGOs, while continuing to build the capacity of its partners and government institutions.
FINANCING STRATEGY

IOM works closely with the donor community as well as migrants, governments, and other partners in the international community to address today’s many and complex migration challenges. To carry out these activities, IOM’s main financial resources come directly from governments. IOM also works with UN agencies, the private sector, and foundations. Over the years, IOM has extended its donor base and developed a variety of approaches with partners to secure funding to implement activities.

IOM promotes and ensures donor liaison through appeals submission and reporting. The Mission aims to strengthen and diversify IOM’s collaboration with donors and partners on IOM programmes and new strategic initiatives, matching donor priorities with ongoing and prospective IOM programmes. This is achieved through a range of complementary approaches, including bilateral donor consultations, field-based assessments, and briefings with representatives of the international community, development of resource mobilization strategies, and coordination of IOM inputs to multilateral funding mechanisms, such as the United Nations Consolidated Appeals Process (CAP). The Mission is also responsible for the development of new projects and initiatives adapted to the continuous context challenges, through production and publication of IOM’s annual appeal document, which highlights the Migration Initiatives for the upcoming period and prospective donors to fund and collaborate with on IOM objectives.

IOM will strengthen partnerships to increase its collaboration in the Field and at Headquarters with several private sector actors ranging from the banking and finance, technology, hospitality, recruitment, transportation, and logistics to the extractive industries. IOM works with private sector actors on a broad range of IOM activities, including humanitarian assistance, health, labour migration and counter-trafficking.

IOM’s interaction with the private sector is multifaceted. The Organization has received technological, financial, human resources and other support from the private sector in the past to save and improve the lives of those that are most affected by conflicts or natural disasters, or those hindered by lack of opportunities. In this new period 2021-2024 IOM will aim to partner with companies and foundations to help enhance its operational and strategic performance on migration issues.

The growing importance of migration worldwide, IOM’s growth in recent years and its expertise in both the humanitarian and development spheres have made the Organization increasingly appealing as a partner to the private sector, creating new opportunities for IOM. It is also increasingly apparent that numerous migration issues cannot be successfully addressed in isolation and that the private sector is an important stakeholder.

IOM has the potential to raise funds from companies, foundations, and high-net-worth individuals, although the level of funding has decreased in the last few years due to economic challenges IOM will go along with substantial investment in communication, information campaigns, contact networking and the develop of new and attractive projects as well as a considerable organizational commitment, to achieve a significant level of income that could sustain the missions future objective.
CONCLUSION

To achieve the Mission’s strategic objectives and be aligned to the new Global Strategy, IOM Zimbabwe aims to meet the demands of the future. This requires the ability to cope with the continuous changes in the economic, social, environmental, and political context, while matching the increasingly fast-paced and complex dynamics of migration.

According to its mandate, IOM Zimbabwe will promote dialogue and discussion with governments, donors and communities aiming to accomplish high standards in migration management.

Through providing technical support and investing in an internal governance system, IOM will address migration trends by diversifying the resources to improve the institutional development of the organization and establishment of a robust corporate identity and reputation.

Based on years of experience, IOM will expand its capacity to analyze empirical trends, including data, and project outcomes with a view not only to offer policy support and advice to member states but as well to other stakeholders, including within the UN system.

Through IOM’s results-based approach, the organization will have the flexibility to prioritize at a country level the best course of action to strengthen its operational effectiveness, and the correct design and implementation of new, innovative, and responsive programming to support states in building capacity for effective and rights-adherent management of migration.

IOM Zimbabwe will have a holistic performance in all the fields of migration involvement, from irregular migration, trafficking, emergencies due to natural or man-made disasters, displacements, early warning and prevention through to transition, reintegration, community stabilization, recovery, and development programming. The Mission will mainstream cross-cutting issues like the environment, gender equality and women empowerment which are relevant to all aspects of long-term development.

Through partnership with UN Regional, and country institutions IOM Zimbabwe will increase the potential of the organization to respond to a range of complex drivers of migration, developing a respectable role and fulfilling responsibilities as an international organization and enhancing opportunities for intervention.

To ensure the accountability of the Mission, IOM Zimbabwe will continuously monitor and evaluate the sustainability of the programming scope and respect the developed mitigation strategy to face contingencies as presented in the Risk management section.

IOM Zimbabwe will promote a safe work environment among employees, promoting physical and psychological wellbeing, while ensuring ethical recruitment mechanisms and career development for staff.