



International Organization for Migration (IOM)

# REGIONAL STRATEGY FOR SOUTHERN AFRICA 2014-2016



Countries covered by IOM Southern Africa: Angola, Botswana, Comoros, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zambia, Zimbabwe



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## **FOREWORD BY THE IOM REGIONAL DIRECTOR**



Southern Africa is a region characterized by high mobility, with an increasing number of regular and irregular migrants moving within and to/from outside the SADC region to find employment and economic opportunities in both formal and informal sectors.

To meet the social and economic challenges of globalization, people are becoming increasingly mobile within and across borders. With more people travelling faster and more often, either in search of better opportunities or for reasons of human safety, in Africa, this mobility affects, - and often overwhelms, - existing policies and systems, not only those related to migration and development but also in other policy domains such as human security and public health.

One important feature related to migration in Africa is the vast inter-regional movement by refugees, undocumented migrants and seasonal labourers. In the Southern African region, such migration flows involve more than four million economically active persons and an unspecified number of undocumented migrants, including many vulnerable populations such as women and children.

Along with this influx of economic migrants in search of job opportunities, the region is also experiencing a surge of organized crime syndicates rapidly expanding their activities and spheres of influence across national borders, in order to open markets for trafficking in weapons, drugs and human beings.

Such complex and mixed patterns of migration pose a number of common challenges for migrants and receiving communities, including humanitarian concerns, legal and human rights implications, law enforcement capacities, national and regional security, as well as strategic issues around inter-country cooperation for collaborative solutions. It is critical to address these complex issues in a sustainable results-oriented manner that serves the best interests of both migrants and host communities in the region.

It is against this background that International Organization for Migration (IOM) Southern Africa has developed this Regional Strategy for the period 2014-2016, which outlines specific areas of interventions that are tailored to current migration dynamics and priorities in the region. This strategy is also presented in a results-based management approach with a detailed monitoring and evaluation framework.

IOM Southern Africa remains committed to working with governments, regional bodies, donors and other key partners to uphold the human dignity of migrants, encourage social and economic development through sound migration policies, assist in meeting the growing operational challenges of migration management, and to advance the understanding of migration issues and trends. In collaboration with all stakeholders in Southern Africa and globally, we look forward to jointly working towards our goal of achieving well-managed, well-organised, and well-regulated migration for the benefit of all.

Bernardo Mariano Jr.  
**Regional Director for Southern Africa**

# INTRODUCTION

Established in 1951, the International Organization for Migration is the principal intergovernmental organization in the field of migration. Currently, IOM counts 155 Member States. A further 11 states hold observer status, as do numerous international and non-governmental organizations. IOM's programme budget for 2013 exceeded USD 1.3 billion, funding over 2,300 active programmes and more than 7,800 staff members serving in more than 470 field offices in more than a hundred countries.

In the Southern African region, all countries are IOM Member States, providing a unique opportunity for this strategy in terms of a comprehensive regional partnership approach. IOM has a long history of working in the Southern African region, and has played a critical role with respect to the advancement of migrants rights, establishment of a regional policy dialogue on migration, development of migrant friendly policies, capacity building of government and non-governmental actors on migration management, and reduction of HIV/TB and other communicable diseases in migration communities. It has provided leadership on migration issues by coordinating efforts of various partners at national and regional levels.

## THE STRATEGIC APPROACH

The *Regional Strategy for Southern Africa* establishes a focused, coherent framework that articulates the role of IOM in the region in the context of current and emerging migration trends. This strategy lays out key regional objectives in order to guide interventions by IOM and its partners in support of humane and orderly migration for the benefit of migrants as well as migrant sending and receiving countries.

IOM's global objectives and priorities (see below IOM Global 12-points Strategy) are the guiding framework for the implementation of this strategy. In addition, outcomes of the 2<sup>nd</sup> High Level Dialogue (HLD) on International Migration and Development held in 2013 as well as the Global Forum for Migration and Development (GFMD) are reflected in this strategy in order to build linkages at the regional level. These include an emphasis on whole of government and whole of society approaches in responding to migration; reaffirmation of the importance of regional consultative processes (RCPs); and the need to integrate migrants into development planning and the post-2015 development agenda.

### IOM's Global 12-point Strategy

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.
9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to protection.
10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.
11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

The *Regional Strategy for Southern Africa 2014-2016* also presents a **holistic approach** that focuses on the following two priorities: First, the fact that various aspects of migration challenges are inter-related. For example, the humanitarian needs related to migration are link to development opportunities and both issues need to be seen in the context of overall security and transnational organized crime trends. And second, there is a need for tackling migration problems increasingly from a regional level rather than a country-by-country approach.

Keeping in mind these two overarching priorities, and based on the growing needs and emerging trends in the region, the following key areas of intervention have been identified by IOM Southern Africa for the next two years:

- Supporting better management of mixed migration flows in order to provide greater protection to vulnerable migrants;
- Strengthening systems to support well-organized labour migration, including engaging the diaspora to promote South-South circular migration;
- Enhancing protection-sensitive immigration and border management to facilitate migration through open but secure borders;
- Reducing the health vulnerability of people affected by migration;
- Building resilience and strengthening response to natural disasters and man-made crises in the region; and
- Strengthening the regional response to migration management through stronger intra- and inter-regional coordination among Member States and Regional Economic Communities.
- In addition, across these priorities, IOM will work with Member States and other stakeholders to develop reliable migration-related data in the region to guide policymakers and ensure targeted and effective interventions. This will include expanding research related to migration trends, developing and/or updating migration profiles, and building the capacity of governments to strengthen their data collection on migration.
- Finally, through this strategy, IOM also seeks to strengthen its organizational effectiveness. Particular priority will be given to strengthening the results-based culture and the introduction of an efficient monitoring and evaluation framework, in order to illustrate more clearly the impact of IOM's work in the region.

Finally, the *Regional Strategy for Southern Africa*, builds on IOM's global principles and core values including:

- **Capacity Building/Government Ownership:** Central to this strategy is building the capacity of Member States and regional organizations, as well as other key stakeholders, to develop migration management strategies and policies in order to proactively put the systems in place to respond to migration in a coherent, collaborative and rights-focused approach.
- **Rights-Based Approach:** Prioritization of basic human rights for all migrants is a core component of all programing within this strategy, including capacity building and support to policy development. In particular, interventions related to the management of mixed migration flows in order to provide greater protection to vulnerable migrants directly focus on protecting the rights of migrants and the reduction of migrants' vulnerability.
- **Prioritization of Mobile and Vulnerable Populations:** In line with the rights-based approach, IOM's work in the areas of counter trafficking, migrant assistance, emergency response, and disaster risk reduction continues to prioritize the most vulnerable groups including female-headed households, the elderly and unaccompanied minors.
- **Gender Equality and Women's Empowerment:** A focus on gender equality and women's empowerment is also central to the rights-based approach promoted in this strategy. This is a cross-cutting issue that is important throughout all interventions.
- **Sustainability:** Given that Southern Africa has an increasing number of middle-income countries, it is essential to promote sustainability within projects, particularly through equipping governments at the policy and operational level with the resources to sustain targeted interventions.

## THE CONTEXT OF MIGRATION IN SOUTHERN AFRICA

By the end of 2013, more than 232 million people globally were estimated to be migrants, of which 19 million were estimated to be in Africa. At the same time, some 42.5 million people worldwide were considered as displaced due to conflicts (36% refugees, 62% internally displaced persons (IDPs) and around 2% of individuals whose asylum applications remain to be adjudicated). Of these, nearly 2.7 million refugees were in Africa, roughly 25% of the world's refugee population, (UNHCR, Global Trends, 2012). Indeed, Africa remains a continent with complex migration dynamics. The continent is generally characterized by dynamic migratory patterns and has a long history of intra-regional as well as inter-regional migration flows. Conflict, income inequalities and environmental change can result in very low levels of human security that act as push factors for migration.



The Southern African region experiences all types of movements including mixed and irregular migration, labour migration, and displacement due to conflict and natural disasters. By virtue of its strong economic position on the continent, Southern Africa experiences a high volume of migration due to work opportunities in the mining, manufacturing and agricultural industries. The industrial development in some countries in the region, especially in South Africa, Botswana and Zambia, and the oil wealth of Angola, has been a magnet for both skilled and unskilled labour migrants from the region and elsewhere, notably from the Horn of Africa and West Africa. Southern Africa is also a springboard often used as the staging ground for regular and irregular migration to Europe and the Americas.





In 2013 (as presented in the table below), the Southern African region recorded over four million migrants, excluding irregular migrants, of which 44 per cent were female and 20 per cent were under 19 years of age. By far the largest number of migrants is found in South Africa (2.4 million, including some 1.5 million from Zimbabwe) followed by the Democratic Republic of Congo (DRC) (447,000) and Zimbabwe (361,000). Among the four million migrants are approximately 200,000 registered refugees primarily in the DRC and South Africa.

### Regional Migration Statistics (Southern Africa), 2013

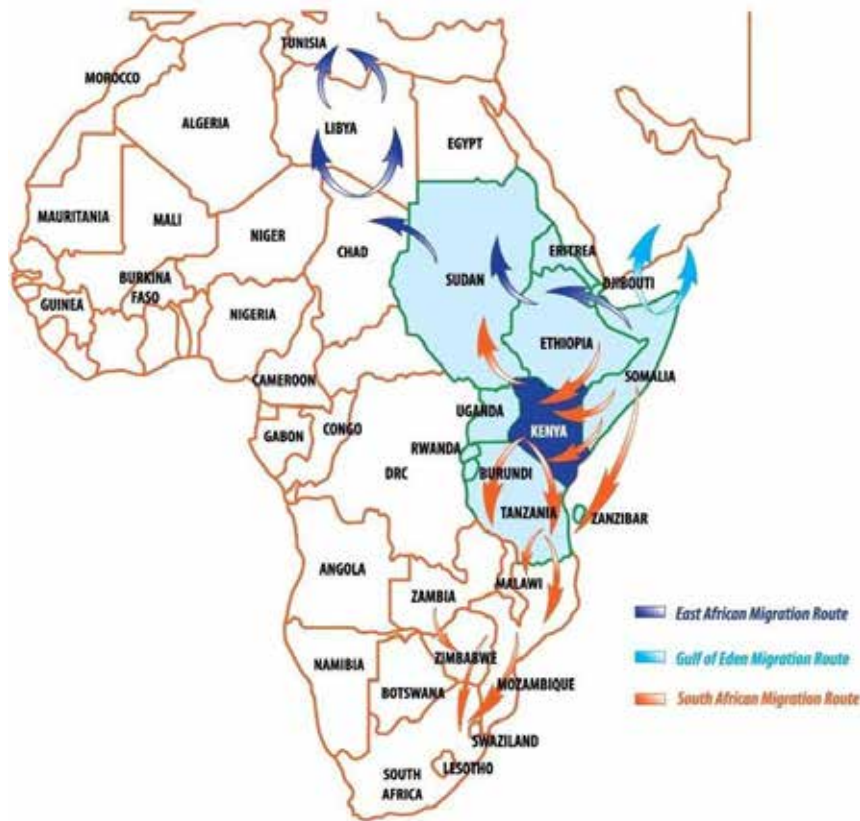
Country	Total Migrants	Number of Females	% of Females	Number of Males	% of Males	Number of Children	Largest Age range (20 – 64)			Number of Refugees (End 2012)
							total	males	females	
Angola	87 400	45 273	52%	42 127	48%	24 647	59 170	30 591	28 579	23 400
Botswana	146 500	66 365	45%	80 136	55%	33 549	107 678	61 376	46 301	2 800
Comores	12 500	6 350	51%	6 150	49%	2 863	9 113	4 465	4 647	
DRC	446 900	230 600	52%	216 300	48%	108 150	316 405	148 710	167 695	65 100
Lesotho	3 100	1 097	35%	2 003	65%	1 104	1 934	1 263	671	
Madagascar	34 300	15 298	45%	9 002	26%	12 177	21 060	11 920	9 140	
Malawi	206 600	108 259	52%	98 342	48%	50 617	132 406	63 423	68 984	6 500
Mauritius	45 000	27 450	61%	17 550	39%	6 930	37 035	14 629	22 406	
Mozambique	218 800	84 457	39%	134 343	61%	87 082	125 591	77 490	48 101	4 400
Namibia	51 400	24 364	47%	27 036	53%	10 691	33 153	30 209	15 416	1 800
Seychelles	12 100	3 678	30%	8 422	70%	1 222	10 515	7 571	2 944	
South Africa	2 399 200	1 007 664	42%	1 391 536	58%	391 070	1 861 779	1 118 929	742 850	65 200
Swaziland	25 500	11 603	46%	13 898	55%	4 514	191 251	107 100	84 150	500
Zambia	98 900	48 956	50%	49 945	51%	25 417	67 450	34 399	33 050	25 600
Zimbabwe	361 000	155 230	43%	205 770	57%	63 175	24 711	14 703	10 008	4 300
<b>Region</b>	<b>4 149 200</b>	<b>1 836 644</b>	<b>44%</b>	<b>2 302 560</b>	<b>55%</b>	<b>823 208</b>	<b>2 999 251</b>	<b>1 726 778</b>	<b>1 284 942</b>	<b>199 600</b>

United Nations, Department of Economic and Social Affairs, Population Division (2013). International Migration 2013 Wallchart (United Nations publication, Sales No. E.13.XIII.8).

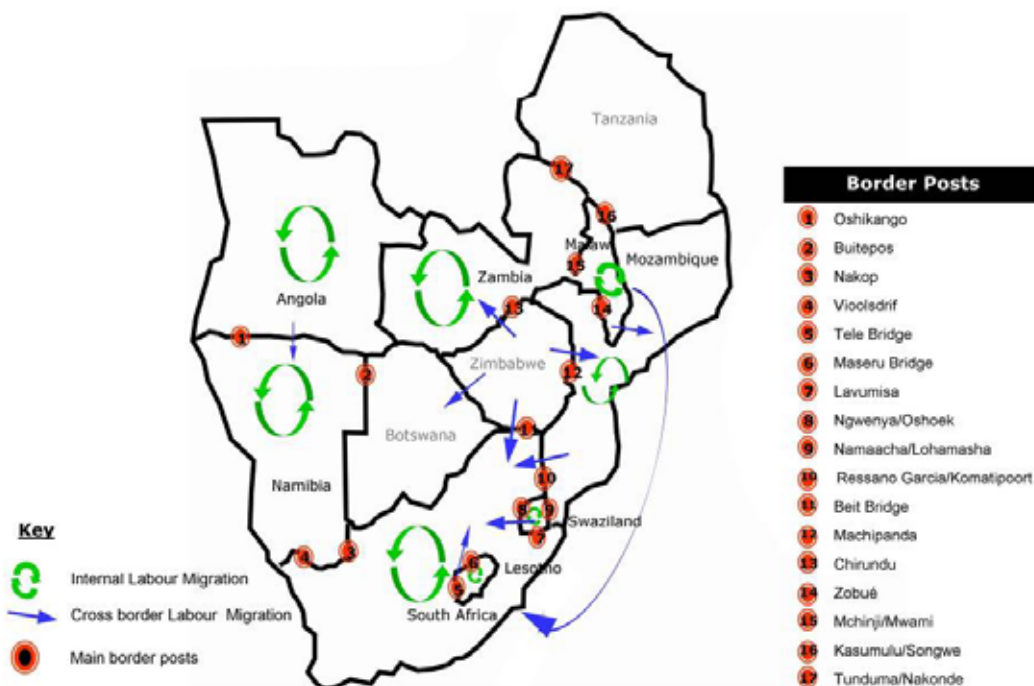
The Southern Africa region continues to experience a significant rise in mixed and irregular migration flows. These flows mostly originate from the Horn of Africa, particularly Ethiopia and Somalia, and consist of refugees, asylum-seekers, economic migrants, and victims of trafficking, including women and children. The large majority of these migrants attempt to reach their destinations through established smuggling and trafficking networks. At least 20,000 migrants travel through the Great Lakes and SADC regions to try to reach South Africa each year. Human rights violations and lack of protection of migrants including extortion, abandonment, physical, and to a certain extent sexual, violence continue to be a harsh reality for these mobile populations. In addition, relatively large mobile populations move between Angola and DRC as well as from Zimbabwe to South Africa and often prompt the affected governments to take measures aimed at promoting the departure of irregular migrants. Insecurity, lack of economic livelihood, drought and crop failure are some of the push factors that motivate migrants to undertake the risky migratory routes seeking better opportunities. Labour migration remains one of the dominating forms of population movements in the region. Some migrants experience xenophobia, including negative social attitudes, discrimination and at times violence.

The two maps presented here are examples of major migration routes in the region including mixed migration flows originating from the Horn of Africa and the Great Lakes region, as well as labour migration trends in Southern Africa.

### Routes on mixed migration flows in Eastern and Southern Africa



### Labour Migration Trends in Southern Africa



## KEY MIGRATION STAKEHOLDERS AND BENEFICIARIES IN THE REGION

IOM is committed to continue strengthening its partnerships in the region in order to advance cooperation on migration. Key stakeholders are: migrant communities; national governments; United Nations (UN) agencies; regional organizations and institutions, including the Southern Africa Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA) and the Indian Ocean Commission (IOC); as well as non-governmental (NGOs) and civil society organizations (CSOs); the research community; and donor agencies.

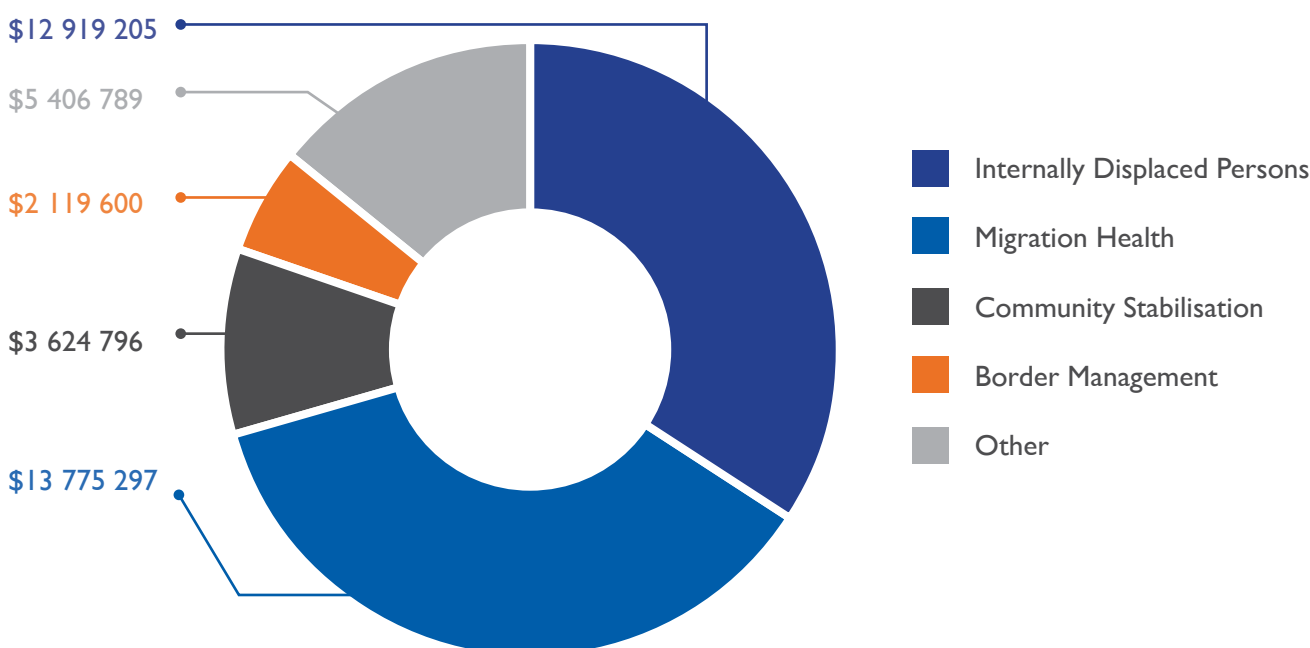
IOM further recognizes that the response from beneficiaries to IOM interventions is a vital link between the activities/outputs of programmes on the one hand and the impact/outcome on the other. Beneficiary mapping and impact monitoring are therefore a prime activity of IOM Southern Africa and will be a core principle of this strategy. The beneficiaries of IOM’s programmatic interventions in Southern Africa include regional bodies, central and local government stakeholders, community leaders and members, the diaspora, NGOs and CSOs, as well as refugees, irregular migrants, internally displaced persons, returnees and trafficked persons.

## IOM CAPACITY IN SOUTHERN AFRICA

The IOM Regional Office for Southern Africa is based in Pretoria, South Africa. The Regional Office provides programme support and technical expertise to IOM Country Offices in the region. The region also benefits from the technical expertise of IOM’s African Capacity Building Centre (ACBC) based in Moshi, Tanzania, which was established in 2009 at the request of IOM’s African Member States to enhance the migration management capacity of African States. It does so by providing technical assistance in migration and border management, supporting migration research and development and promoting migration advocacy and partnerships.

IOM Southern Africa covers fifteen countries in the Southern Africa region. Formal offices have been established in eight of them (see list of IOM Country Offices). In addition, IOM has a presence and conducts activities in four other countries in the region, including Botswana, Lesotho, Madagascar and Malawi. In total, there are eight IOM Country Offices, additional presence in four other countries, 17 sub-offices and over 300 staff in the region.

### Areas of intervention by IOM in Southern Africa in 2013



## KEY AREAS OF INTERVENTION 2014 - 2016

Based on current priorities and needs in the region, IOM's work during 2014-2016 will focus on six key areas of intervention as presented in this chapter. In addition, a number of cross-cutting issues, in particular activities related to data collection and research, will be addressed within each of the strategic objectives. Further, through this strategy, IOM Southern Africa also seeks to strengthen its organizational effectiveness, in particular through the introduction of a results-based management (RBM) approach. (Attached is a summary of the results framework).



### MIXED MIGRATION

The continued increase in mixed migration flows in the region has prompted requests from governments for assistance in developing migration policies and initiating programmes to respond to these flows, with a particular focus on counter trafficking, the most vulnerable groups including women and children, and the health vulnerabilities of migrants.

A large majority of the migrants in mixed migration flows in Southern Africa are from the Horn and Great Lakes region with an estimated 20,000 migrants passing through the region each year. An increasingly worrying trend in the irregular and mixed migration patterns of the region has been the rise in identified cases of unaccompanied children making perilous journeys without adult companionship. Another emerging trend involves stranded male migrants from Asia facing exploitative conditions in Southern Africa. For example, dozens of Cambodian fishermen came to the attention of IOM in Mauritius and South Africa where the fishing vessels on which they were working had docked. A similar number of Nepalese men also required IOM assistance after becoming stranded in Madagascar after falling prey to the false promises of unscrupulous recruitment agents.

### STRATEGIC OBJECTIVE 1:

IOM will provide protection and assistance to vulnerable migrants who have been stranded, trafficked, exploited and exposed to other types of risk. IOM will work with national governments and regional institutions to develop evidence-based migration policies and practices to protect the rights of migrants based on international best practices. The outcome of this work is for governments to demonstrate a sustainable commitment to protecting vulnerable migrants and for migrants to have greater confidence in the migrant protection systems in the region.

## LABOUR MIGRATION AND DEVELOPMENT



Labour migration has been increasingly recognized as playing a significant role in the development of the Southern Africa region. In this regard, it has been widely noted that there is the need for governments to harmonize policies and standards through bilateral and regional agreements. It is in this context that Article 5 of the 1992 Southern Africa Development Community (SADC) Treaty refers to the need to “develop policies aimed at the progressive elimination of obstacles to the free movement of capital and labour, goods, and services, and of the people of the region generally, among Member States”, within the broader context of regional integration and labour mobility. Based on this treaty, a SADC Regional Action Plan on Labour Migration (2013-2015) was developed at the Migration Dialogue for Southern Africa (MIDSA) in 2012 and formally approved by SADC Ministers of Labour

and Home Affairs in 2013. The action plan prioritizes data collection and management systems, social benefits and health services, remittances, policies and legislation governing labour migration, and protection of the rights of migrant workers. A Regional Labour Migration Policy Framework has been developed to address these identified priority areas with IOM support.

Due to the high levels of youth migration, South-South migration, and migration linked to new economic spheres, particularly the growth of extractive industries, there is a strong need for a wide-range of national, cross-border and regional labour migration programmes to ensure the protection and basic rights of labour migrants, as well as to harness the benefits of migration for sending and receiving countries, and the migrants themselves. These programmes include ongoing temporary labour migration initiatives involving Mauritius and Canada as well as the provision of assistance to over 200,000 Zimbabwean labour migrants at IOM reception centres in addition to more proactive engagement with the African diaspora to promote national and regional economic integration and development.

### STRATEGIC OBJECTIVE 2:

IOM will work to ensure that migrant workers are better protected through the development and implementation of labour migration and diaspora policies and/or strategies at the national and regional level. IOM will also work collaboratively with SADC and IOC Member States to establish and implement inter-state and inter-regional frameworks governing South-South labour mobility in order to better facilitate labour mobility. IOM will partner with governments and civil society, including migrant associations, to look for innovative ways to harness the resources of transnational communities, diaspora as-sociations, and diaspora members more effectively for the socio-economic co-development of their countries of origin and residence.

## IMMIGRATION AND BORDER MANAGEMENT

Human trafficking and migrant smuggling, insufficient data and challenges experienced by migrants when crossing borders are often caused by inadequate border systems in place. As such, effective and efficient immigration and border management remains essential to enhanced border security, the fight against transnational organized crime, support to free movement of persons, and the protection of vulnerable migrants crossing borders in the region.

The high level of irregular and mixed migration points to the need for increased immigration and border management programs to support and assist governments with the policies, legislation, administrative, operational and migration information structures to manage migration. Governments are increasingly receptive to such support given the amount of irregular migration movement, as well as the diverse and

fast-changing nature of migration in the region. At the same time, effective and efficient border management is an essential tool for facilitating cross-border movement of persons, supporting trade and strengthening regional and international collaboration on border management issues.



### STRATEGIC OBJECTIVE 3:

IOM will work with national governments and Regional Economic Communities (RECs) to strengthen the border and migration management structures and to increase cooperation regionally on immigration and border management. This work includes border management assessments, conceptualization of border management policies and strategies, training of border personnel, technical assistance in identity management, installation of and training in IOM's border information system (the Migration Information and Data Analysis System or MIDAS, currently in use in four countries in Southern Africa region), drafting of immigration standard operational procedures, capacity building in humanitarian border management, as well as upgrades of border infrastructure.

## MIGRATION HEALTH

People affected by migration face a wide range of health concerns, including HIV/AIDS and TB. Considering the vast cross-border spread of communicable diseases and structural challenges to access health-improving services, as well as other factors that influence the health and well-being of migrants, interventions need to be multi-sectorial and multi-level to address the social determinants of health faced by migrants and migration-affected communities.

The health of migrants is also a growing concern and has become a public health issue faced by countries in Southern Africa. The process of migration can create multiple health risks, including increased vulnerability to communicable diseases (sexually transmitted infections including HIV, tuberculosis, malaria, measles, etc.), mental health issues, occupational health and safety hazards, and negative sexual and reproductive health outcomes.



### STRATEGIC OBJECTIVE 4:

Migration health interventions will be implemented by, (1) improving the monitoring of migrants' health through the generation of data and knowledge that inform policies and strategies; (2) working with governments, development partners (UN agencies) and other stakeholders to develop, amend and/or implement evidenced-based policies and legislations that promote migrants' right to health; (3) working with regional, national and local partners and service providers to increase availability and accessibility of services that improve the health of migrants, mobile populations and communities they interact with in identified spaces of vulnerabilities; and (4) improving the sustainability of migration and health responses in the region including through regional and multi-sectoral partnership networking.

## EMERGENCIES AND TRANSITION

Recent academic research has identified high population growth and an increasing urban population in informal settlements as emergent environmental and social pressures in the Southern Africa region. There is a critical need to build on IOM's ongoing work in the areas of community-based disaster risk management, community stabilization, disaster risk reduction, and Camp Coordination Camp Management (CCCM). This work can play a key role in helping migrants, communities and countries adapt to and recover from shocks in a manner that reduces chronic vulnerability, mitigates migration during future natural disasters, and enhances communities' resilience.

Southern Africa is vulnerable to a variety of slow- and sudden-onset disasters including floods, drought, disease epidemics, food and energy insecurity, and political unrest. Population growth, migration, urbanization, water scarcity, climate change and environmental degradation are additional social and environmental risk factors. Excluding the protracted humanitarian situations in Angola, Zimbabwe and DRC, there were over 45 defined humanitarian emergencies in Southern Africa between 2000 and 2012. These emergencies resulted in more than 14 million people requiring international humanitarian assistance from flood incidents alone. Regional governments are increasingly supportive of disaster risk reduction initiatives focused on building the resilience of communities chronically affected by conflict and natural disasters. However, further capacity building, including training, cross learning, and collaboration across governments, is required to ensure effective and targeted responses to humanitarian emergencies.



#### **STRATEGIC OBJECTIVE 5:**

IOM will assist forced migrants and communities at risk by mainstreaming Disaster Risk Management (DRM) and climate change adaptation (CCA) into regional and national development policies and plans, and work with governments, local communities and other stakeholders to build resilience of communities to natural and man-made crises. In addition, IOM will seek to increase the number of communities that have access to early warning and disaster reduction tools to ensure that communities are better prepared to face disasters. IOM will strive to increase the capacity of national authorities to respond to various types of disasters with the goal of strengthening the protection and assistance of displaced persons. Finally, through IOM's role as global cluster lead on camp coordination and camp management (CCCM), IOM will seek to improve the availability of direct assistance and services to IDPs, as well as work at the community level to restore livelihoods and provide targeted early recovery interventions. IOM will place particular focus on ensuring that the most vulnerable individuals receive the needed assistance.



## REGIONAL COOPERATION

Migration is a phenomenon with a regional/international dimension and cannot be tackled by one country alone nor through a country-by-country approach. It requires close working relationships between countries, in particular at the regional level. As such, there is a need for the establishment of harmonized systems and policies/ action plans as well as effective collaboration mechanisms. The regional bodies, - including the Southern Africa Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA) and the Indian Ocean Commission (IOC) for the Southern African region, - play a key role in this endeavour.



### STRATEGIC OBJECTIVE 6:

IOM will continue to increase collaboration with the African Union (AU), SADC, COMESA, IOC and other partners to strengthen the regional response to migration flows or cross-border population movements. Further, IOM will continue to work closely with the Migration Dialogue for Southern Africa States (MIDSA), the regional consultative process (RCP) for SADC Member States established in 2000, as well as the newly-established RCP for COMESA Member States, to promote inter-state and intra-regional dialogue on migration in Southern Africa. An essential aspect of this objective will be building on the success of MIDSA with the aim of implementing recommendations made at the Ministerial level held in 2013 and ensuring that regional governments view MIDSA as useful, dynamic and action-oriented.

## ORGANIZATIONAL EFFECTIVENESS (MONITORING AND EVALUATION)

Through this strategy, IOM Southern Africa also seeks to strengthen its organizational effectiveness. This includes the introduction of a results-based management (RBM) approach that emphasizes establishment of monitoring and evaluation (M&E) systems. RBM is expected to enhance the ability of the Regional Office to measure and communicate the impact of IOM activities in the region, enhance project implementation, and facilitate continuous organizational learning

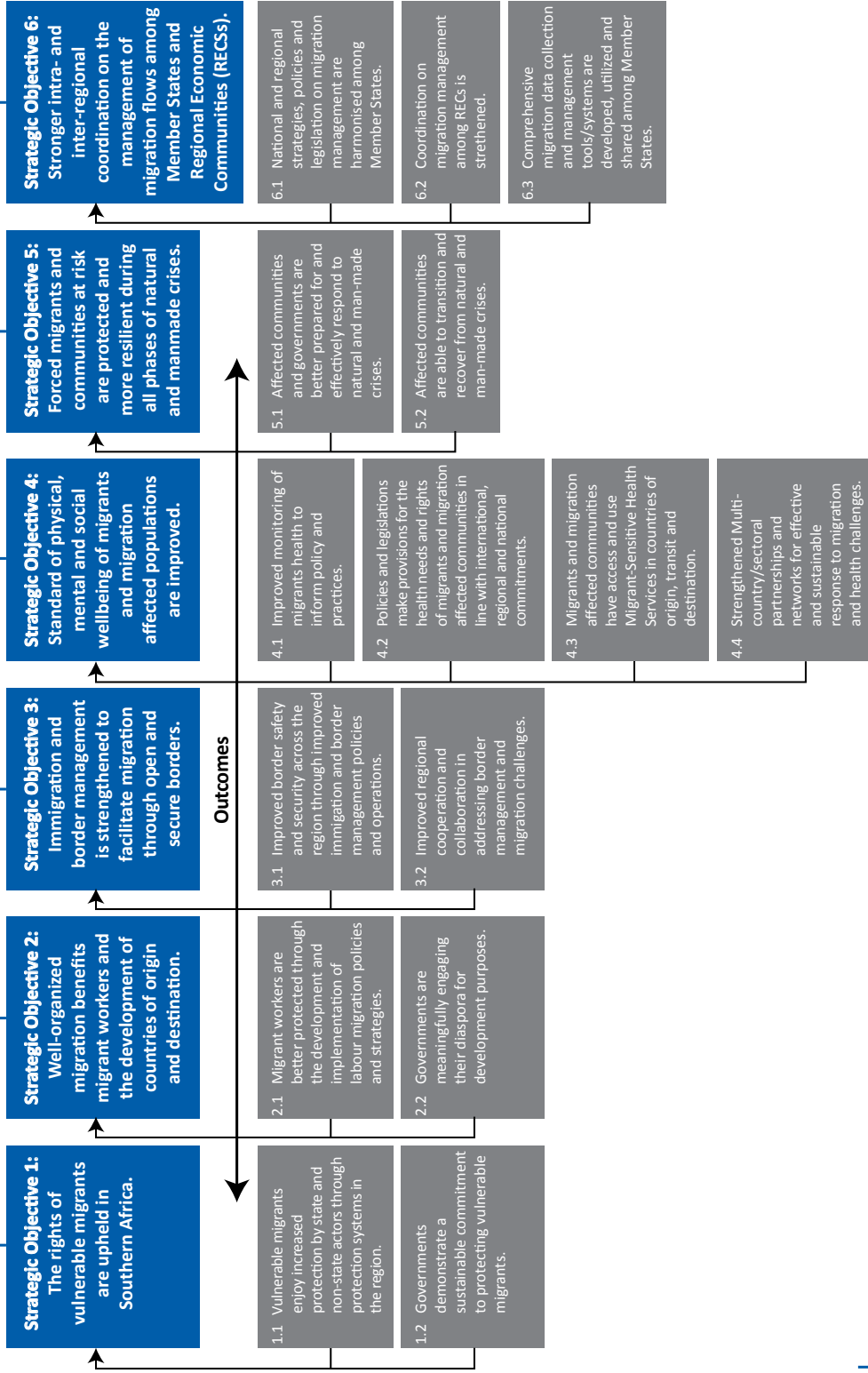
### STRATEGIC OBJECTIVE 7:

IOM will engage in regular reporting and monitoring of the regional strategy on the basis of a results framework, with defined measurable indicators against established reporting tools. To further institutionalize this approach through the IOM offices in the region, annual meetings among the monitoring focal points, who have been identified in all Country Offices, will be held to support the implementation and monitoring of the strategy at the Country Office level. It is further envisaged to increase the budget allocations within projects set aside for M&E and expand the number of M&E experts in selected offices in the region.

# Regional Strategy for Southern Africa 2014 – 2016

## RESULTS FRAMEWORK

**IMPACT:** Migration is managed in an orderly and humane manner in Southern Africa benefitting both migrants and countries of destination and origin



**Organizational effectiveness:** IOM is effective and supports the achievement of its strategic objectives, including through strengthening of a results-based management approach.

## TECHNICAL NOTES

The results framework presents a graphical description of the goals and interventions set by the IOM Regional Office for the next 2 years (2014-2016). Its foundation is a logical hierarchy of four levels of “results”; ie. achieving the organization’s overarching objective of ensuring *migration is managed in an orderly and humane manner in Southern Africa benefitting both migrants and countries of destination and origin* requires the production of distinct but synergistic results, the achievement of which is supported by improving the organization’s way of work.

## FOUR LEVELS OF RESULTS



# IOM COUNTRY OFFICES IN SOUTHERN AFRICA

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## ANGOLA

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