



Zimbabwe



International Organization for Migration (IOM)
The UN Migration Agency



The European Union

Annex A

TERMS OF REFERENCE

Promoting Migration Governance in Zimbabwe

Consultancy:

Migration Research and Policy Brief on Integrated Border Management in Zimbabwe (2017)

1. **Nature of the consultancy:** Policy-oriented Research and development of a policy brief on Integrated Border Management (IBM) in Zimbabwe (2017)

Objective: To support evidence based migration policy development and programmatic actions through Migration Research and production of migration policy briefs.

IOM Project to which the Consultancy is contributing: Promoting Migration Governance in Zimbabwe (PMGZ):

The International Organization for Migration (IOM) with funding support from the European Union under the 11th European Development Fund is implementing the Promoting Migration Governance in Zimbabwe (PMGZ) Project. The PMGZ, project is supporting the establishment of a migration governance framework in Zimbabwe to enhance the role of State and non-State actors in managing migration in a migrant-centred, gender-sensitive, and development-oriented manner. The project seeks to improve the migrant protection environment and enhance the participation of the Zimbabwean women and men in the diaspora in national decision making and development programmes. The migration issues of interest include labour migration, trafficking in persons (TiP), mixed migration flows (including refugee protection, unaccompanied minors and undocumented/stranded migrants), **integrated border management**, internal migration as well as migration and human development and migration and gender. The overall objective of the project is to contribute to the establishment of a migration governance framework (policy, institutional and legislative) in Zimbabwe that supports State actors to manage migration in dialogue with non-State actors and in a migrant-centred, gender-sensitive, rights-based and development-oriented manner.

Specific Objective 1 seeks to achieve strengthened institutional capacity and adoption of a coherent and gender-sensitive policy and legislative framework for a comprehensive approach to migration and under this objective, the outcome for Result 2 is a coherent and gender-sensitive migration management policy framework in place of which Activity 7 outlines the activity related to this policy brief, which is to provide technical assistance for the coordination of operational migration statistics and data as evidence-base for migration policies

To achieve this objective, IOM invites suitably qualified and experienced consultants to produce a research and a subsequent migration policy brief on IBM in Zimbabwe. A policy brief is a document which outlines the rationale for choosing a particular policy alternative or course of action in a current policy debate and it is aimed at government policy makers and others who are interested in formulating or influencing policy. The following outlines the expected outcomes from the research and the subsequent policy brief on IBM.

Research

- describe and analyse the interplay between migration, border management, trade facilitation and human mobility in Zimbabwe

- Ascertain the gaps and weaknesses in Zimbabwe's current border management approach by analysing the current inter-agency, intra-agency and international cross border cooperation status quo as well as the four IBM pillars; Operational, Administration, Regulatory and Information; reflecting on the extent to which IBM is ingrained as a coordinating mechanism;
- Analyse the perspective and involvement of IOM in supporting the IBM approach in Zimbabwe from a critical perspective
- Reflect the state of preparedness of Zimbabwe's border management systems as it moves towards the One Stop Border Post concept for its major border crossing points, to identify the baseline of current capacity and identify development needs and requirements.

Policy brief

The policy brief itself, based on the analysis undertaken as part of the preparatory research will:

- Enable the policy makers to build on what they know about IBM, provide insight about what they don't know about IBM as well as the consequences for adopting particular alternatives and presented in a manner which reflects their values.
- Provide recommendations for how greater responsibility and accountability and commitment for the border management officials can be achieved while considering IBM as the inevitable trajectory in border management;
- Articulate the prerequisites for the OSBPs establishment, the preparatory work that needs to be done and show the convergence of pressures and vulnerabilities in border management that needs to be tackled with particular emphasis on human mobility concerns
- Provide insights, information and analysis on the interplay between migration, border management and human mobility and present the perspective and involvement of IOM in this regard. The support needed for the better border and customs management with emphasis on human mobility must be clearly defined.
- Provide recommendations with legal and regulatory frameworks on the basis for cooperation in general linking it to the Southern African Development Community (SADC) and African Union (AU) guidelines

The research will be conducted in consultation with a broad range of migration stakeholders (State and non-state-actors) in Zimbabwe.

IOM therefore, will hire an experienced consultant/institution to conduct the research and produce the policy brief in a timely manner.

2. Tasks to be performed under this contract:

The consultant is expected to work very closely with the Inter-Ministerial Committee on Migration (IMCM) and the Ministry of Home Affairs in particular to conduct extensive consultations with key informants in various Government ministries and agencies, other migration stakeholder organizations and the general public on the study on IBM in Zimbabwe (2017) with the following task objectives:

To gather evidence for the development of the policy brief on IBM, the research study is divided into three phases namely the **preparation, field work** and the **analysis and reporting of findings**. The assignment (preparatory work, field work, report compilation, policy brief drafting and presentation of results to both IOM and the EU is expected to be completed in a period of no more than **30 days**). Upon selection of the consultant, a briefing will be undertaken at IOM Zimbabwe offices. This briefing among other things, will clarify the interpretation of the assignment as well as the practicalities and logistical arrangements for the assignment. This meeting will mark the official commencement of the assignment.

Research

i) Preparatory work:

The consultant/institution will also need to:

- undertake desk review of the IBM concept and its application and available literature
- Prepare survey guides for interviewers and supervisors

- Print survey questionnaires
- Carry out a pre-test of the survey instrument, including debriefing with IOM on any challenges encountered

ii) Research/Fieldwork:

To conduct the study, major responsibilities of the consultant/institution will include:

- Hiring interviewers and assigning supervisors
- Development of survey tools
- Monitoring and supervision of interviewers to collect the most accurate survey data possible,
- Developing protocols to explain the rights/consents of respondents for the interviews¹

Development of a policy brief

- Succinctly outline the main points (as outlined in section one) in a policy brief of no more than 8 pages

Analysis and reporting of findings:

Research report: two bound copies and an electronic copy of the final report (20-30 pages) within 7 days after completion of the assignment. The report should contain the following among other issues:

- An executive summary: 3-5 pages that summarizes the key points (Migration Research purpose and background, key assignment questions, methodology, findings, and recommendations);
- Research findings: must be presented as analyzed facts, evidence and data, and not based on anecdotes, hearsay or the compilation of people's opinions. Findings must be specific, concise and supported by strong quantitative or qualitative evidence. Visual aids such as graphs, table are mandatory;
- Recommendations: need to be supported by a specific set of findings and must be action-oriented, practical and specific, with defined responsibility for the action
- The scope of work, data collection tools and sources of information must be properly identified and listed in annex;

Policy Brief on IBM

- One Migration Policy Brief on IBM (6-8 pages) in Zimbabwe with concise summary of IBM in Zimbabwe, current gaps, policy options and recommendations for policy and programming;
- Presentation (preferably PowerPoint) on the findings of the assignment to IOM to be presented during an oral debriefing meeting with IOM Staff, Government and selected migration stakeholder organizations to highlight and explain the observations, findings and recommendations .
- Power point Presentation to be presented at a policy briefing seminar that will be organized by IOM in coordination with the Government of Zimbabwe.

3. Tangible and measurable output of the work assignment.

- Inception reports (preparation phase, meetings and debriefings with IOM project team)
- Study plans Survey(including budget and training plans for pre-test and main fieldworker training, *if possible*)
- List of fieldwork team
- Questionnaires and guides
- Sample design
- Pre-test report
- Dataset
- Research Report
- Policy brief on IBM

¹ According to the IOM Data Protection Principles, personal data must be obtained by lawful and fair means.³ In particular, the following should be noted: The consent of the data subject must be obtained when collecting personal data and before transferring data to third parties. • Personal data must be treated confidentially and kept secure.

4. Realistic delivery dates and details as to how the work must be delivered.

Activity	Number of Days	Deliverable
Inception meeting at IOM Offices	1	
Preparation phase, including inception report	4	Inception report
Desk Review + Literature review	5	
Field work	7	
Preparation of Draft report and policy brief and presentation to IOM, Government and selected migration stakeholders	6	Draft Report and PowerPoint presentation to IOM and Government of Zimbabwe (GoZ) Officials
Editing of final research report and policy brief	4	
Presentation of final report and policy brief to IOM and EC	1	Final research and policy brief document presented submitted to IOM
Presentation during a seminar on Policy Brief	2	Power point presentation

5. Performance indicators for evaluation of results (value of services rendered in relation to their cost).

- Inception reports
- Survey plans produced
- Interviewers and supervisors trained
- Questionnaires and guides available
- Sample design produced and available
- Research Report and Policy Brief
- PowerPoint presentations on the research and the Policy Brief

6. Minimum Qualifications: Profile of the Migration Profile Consultant.

The consultant should possess the following competencies:

- At least 10 – 15 years of professional experience in development programming and evaluation.
- Advanced university degree in specialized fields of social and/or political sciences, with related experiences in the field of border and migration management.
- Professional experience/expertise in social science research
- Conversant with migration and gender analysis/ or evaluation methodologies
- Excellent oral communication and report writing skills in English is required
- Strong interpersonal and networking skills
- Ability to interact with senior officials in government and multilateral agencies
- Previous experience conducting studies on migration-related issues
- Experience working with international and national development agencies desirable
- Familiarity with the areas where the study is proposed

The Consultant is expected to adhere to the IOM Evaluation Guidelines and UNEG norms, standards and ethical guidelines.

8. Profile of the Proposal to be submitted

The Migration Research and Policy Brief Terms of Reference (ToRs) specify the details of this assignment and the proposal should be elaborate on the basis of the given information. The proposal shall be produced in English including:

- Updated CV of consultant clearly meeting the specific experience related to the above mentioned qualifications
- A technical proposal comprehensive of work plan, work methodology and detailed budget.
- Two samples of previous work, preferably relevant to the subjects of this research.
- Contact details for three references from clients with previous contracting experience with the

team leader.

Expected outcomes:

The consultant will be expected to submit a final report by the 31st October 2017.

The main body of the research report should be no longer than 30 pages and should consist of:

- Executive summary and recommendations
- Background
- Research objectives/purpose
- Literature review
- Methodology
- Analysis of the key findings
- Data gaps and opportunities
- Conclusions and recommendations
- Appendices - to include terms of reference, list of all relevant documents, list of organizations consulted, partner research (summarized) and bibliography.

The report will remain the property of IOM

The Policy brief should be 6 to 8 pages and comprise of the following;

- Title of the paper
- Executive summary and recommendations
- Context and importance of the problem
- Critique of policy options
- Policy recommendations
- Appendices
- Sources consulted

The policy brief will remain the property of IOM

Application Procedure:

All interested consultants are to submit physical or electronic copies for their technical and financial proposals to IOM by CoB 15 September 2017

All bids are to be addressed to the attention of:

The Procurement Officer
IOM Zimbabwe
No. 4 Duthie Road
Alexandra Park, Harare

Or electronically to fsibanda@iom.int