



International Organization for Migration (IOM)
Organisation internationale pour les migrations (OIM)
Organización Internacional para las Migraciones (OIM)

IOM ZIMBABWE COMMUNITY BASED PLANNING

PROGRAM EVALUATION

JULY 2013

Key Recommendations for programming



COMMUNITY BASED PLANNING - LESSONS LEARNT

1.0 Background:

Over the past five years IOM has been implementing the Community Based Planning (CBP) programme in close partnership with local government and community leadership. The initiatives were implemented in more than 50 wards spread across 17 districts of Zimbabwe targeting communities that have been impacted by displacement and migration. Using CBP as an entry point, the main objective was to create opportunities for recovery and ultimately the attainment of a 'durable solution' for Internally Displaced Persons (IDPs) and migrants. The main product of this process is a ward based development plan endorsed by the local authorities in particular by the Rural District Council and the Office of the District Administrator. The support IOM provides is meant to create a consolidated sustainable platform to, where possible, resettle and/or effectively reintegrate IDPs and migrants into local communities, improve access to basic social services and support the revival of sustainable livelihoods. As part of the programme IOM contributes one project selected jointly by the community to complement each of the ward plans and incentivize the continuation of community based planning. In June 2013, IOM commissioned an external evaluation of the CBP programme in order to gain better insight in the results of the programme so far, as well as to generate a debate about points that can be done differently or better.

The evaluation assessed the achievements of the programme using the following five evaluation performance measures: 1) relevance/appropriateness; 2) efficiency; 3) effectiveness; 4) contribution towards impact and 5) sustainability. The evaluation sought to review data and draw lessons and make recommendations for IOM's future interventions. This note briefly summarizes the key recommendations for future IOM programming.

2.0 Positive Lessons Learnt

- A major difference was noticed between communities that have been through the IOM CBP intervention and communities that had not (but had received other kinds of assistance). **Communities that had participated in CBP processes were found to be innovative and adaptive and engaged in diversification while communities that had not participated in CBP processes were perceived as being continuously in a "waiting mode"**. This difference was attributed to the visioning and strategy formulation processes promoted within CBP. To this extent IOM has contributed to a positive mind-set shift within beneficiary communities.
- Projects that had been identified through CBP were found to have **built and strengthened the beneficiaries' sense of ownership** of self-identified and self-selected interventions. This finding collaborates that CBP contributes towards planning and programming of sustainable solutions.
- There was evidence of an **evolution of a beneficial relationship and rebuilding of trust between IDPs, and the host community**. IDPs were no longer viewed by the host community as "vekumatende"¹ or aliens but as equal contributing members of society. The CBP process thus created space for IDPs' and migrants' voices to be raised , heard, listened and responded to by local authorities, traditional leaders as well as potential support organisations.
- CBP has positively impacted on the lives of migrants, IDPs and the host communities as it has **contributed towards the integration** of the former while **improving basic social service delivery** in communities impacted by migration and displacement.

¹ "Vekumatende" derogatory Shona term used to refer to IDPs living in transitional tent shelters following their displacement.

- The CBP approach implemented by IOM is in line with planning models used by local structures. The process **revitalised the planning and development structures in target districts by empowering local authorities to take the lead.**

3.0 Main Recommendations for changes and improvements of future CBP programming:

- IOM should ensure that **adequate resources** are available for the CBP derived projects in order for the processes to be implemented fully and achieve meaningful and sustainable results. IOM should **avoid spreading resources too widely** and therefore too thin. While IOM expands the CBP approach into new areas, focus should be placed on consolidating the achievements in those areas in which IOM has already implemented CBP. Such consolidation will involve working closely with relevant local authorities and communities in building their capacity to effectively manage and maintain the infrastructure and interventions in which IOM has invested. IOM should ensure that local committees and structures are put in place to maintain and sustain interventions in the future.
- IOM should conduct periodic **refresher courses on CBP methodology** to update staff's knowledge on the latest information as well as draw attention to the core values and spirit of CBP. This will be important in ensuring that all staff has a shared understanding of the IOM CBP model and that they are able to effectively communicate the same to stakeholders.
- IOM should introduce **Community Based Monitoring and Evaluation** as a key component of the CBP Intensive planning training curricular. In addition to training on Monitoring and Evaluation, the CBP process should result in the selection of a community based monitoring and evaluation committee, selected from community representatives and overseen by an appointed official from the Rural District Council. The role of Community Monitoring and Evaluation Committee will be to (1) develop indicators for selected interventions, (2) periodically meet to track progress on project implementation as well as evaluate success or failure of the project based on agreed targets and indicators (3) produce a monthly / quarterly Community Monitoring and Evaluation Report of the selected intervention. This report should be shared with the RDC and IOM. A standard Community M&E template for the project should be developed to assist in recording project monitoring and evaluation information at agreed intervals. The template will also track gender mainstreaming and HIV issues at the community level during project implementation, for instance tracking the numbers of women who are actively participating in project activities as well as the numbers and composition of community and project leadership structures. The community and IOM should agree to periodic review meetings to discuss progress as well as recommend corrective actions where gaps are identified.
- IOM should introduce **Community and Stakeholder Reflection and Lessons Learnt Sessions** at the community level as well as among key project implementation stakeholders. The Reflection and Lessons Learnt Sessions should be budgeted for and spelled out in the intervention design encompassing the CBP process and the follow on projects. These sessions must be held at the end of a particular project intervention. The Community and Stakeholder Reflection and Lessons Learnt sessions should produce reports documenting key lessons learnt, key achievements, key shortcomings and recommendations on how such shortcomings can be addressed in the future. Such sessions should also be used to document stories of change which should be shared with IOM for knowledge management purposes.

- IOM should, within the budgets make provisions for **impact evaluations of the CBP processes and follow on projects**, at least a year or two after project implementation. This will allow for the systematic collection of critical quantitative and qualitative impact level data which is not available during the project implementation period. This data will be useful for informing future programming as well as demonstrating to donors and other partners the impact of CBP projects. Systematic impact evaluations will complement Post Project Evaluations that are already being done by IOM.
- IOM should design a **communication strategy** for its CBP programming. This communication strategy will ensure uniformity in information being shared with stakeholders from community level to central level.