

# IOM KENYA

---

## STRATEGIC PLAN

# 2012–2014



International Organization for Migration (IOM)

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 the expression of any opinion whatsoever on the part of IOM concerning the 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 meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration  
17, route des Morillons  
1211 Geneva 19  
Switzerland  
Tel: + 41 22 717 91 11  
Fax: + 41 22 798 61 50  
E-mail: [hq@iom.int](mailto:hq@iom.int)  
Internet: <http://www.iom.int>

---

© 2012 International Organization for Migration (IOM)

---

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher.

# IOM KENYA

---

## STRATEGIC PLAN

# 2012–2014



International Organization for Migration (IOM)



# TABLE OF CONTENTS

<b>Foreword by IOM Kenya Regional Representative .....</b>	<b>7</b>
<b>Introduction .....</b>	<b>9</b>
About IOM .....	9
IOM in Kenya .....	11
Migration in Kenya.....	11
IOM partnerships and beneficiaries .....	14
Strategic framework .....	15
Vision statement .....	15
Mission statement.....	15
Values .....	15
<b>Strategic objectives.....</b>	<b>17</b>
<b>Action plan.....</b>	<b>25</b>
<b>Risk management framework .....</b>	<b>35</b>
<b>Monitoring, evaluation and feedback.....</b>	<b>39</b>



## **FOREWORD BY IOM KENYA REGIONAL REPRESENTATIVE**

Over the past 15 years IOM has undergone a period of sustained growth. Since 1998 the number of Member States has increased from 67 to 146; expenditures have increased from USD 242.2 million to USD 1.3 billion<sup>1</sup> in 2010; the number of active projects has increased from 686 to more than 2,700<sup>2</sup>; and operational staff have increased from 1,100 to more than 7,800 at present, almost all of who are based in field offices.

Within this time migration has itself undergone considerable change in scope and volume. Patterns of migration have diversified to the extent that most of the countries in the world are simultaneously countries of origin, transit, and destination. Migration has become a major international issue, one which interacts closely with a number of other issues including development, trade, security, human rights, and the environment.<sup>3</sup>

The IOM office in Kenya has experienced levels of growth similar to those of the Organization as a whole. Since 2007 the annual operating budget has increased from USD 23.2 million to USD 52.8 million; the number of active projects has increased from 29 to 53; and the number of staff has increased from 195 to 385. This growth has reflected IOM Kenya's diversification of activities beyond its traditional focus on refugee resettlement programmes and into IOM's other areas of competency including migrant assistance, immigration and border management, migration and development, operations and emergencies, labour and facilitated migration, and migration health.

This strategic plan was developed to define IOM's work in Kenya over the next two years by outlining IOM Kenya's vision and mission, establishing its strategic objectives, and developing its plan for achieving these objectives. The strategic plan also aims to establish a system for managing IOM's performance in Kenya through the elaboration of systems for managing risk, monitoring implementation,

---

1 Expenditures for Fiscal Year 2011.

2 As of March 2012.

3 MC/2287 page 1.

and evaluating impact. This strategy was developed in support of, and in line with, national priorities and IOM's global, continental, regional, and sub-regional strategies, and will be implemented in coordination and partnership with national and international agencies.

It is our hope that this plan will help contribute to our vision of IOM Kenya providing reliable, flexible, and proactive services in all areas of migration management.

**Ashraf el Nour**

Regional Representative

IOM Nairobi Regional Coordination Mission

# **INTRODUCTION**

## **About IOM**

Established in 1951, the International Organization for Migration (IOM) is the leading international inter-governmental organization in the field of migration. Together with its partners in the international community, IOM acts to assist in meeting the growing operational challenges of migration management, to advance understanding of migration issues, to encourage social and economic development through migration, and to uphold the human dignity and well-being of migrants.

The primary goal of IOM is to facilitate the orderly and humane management of international migration. Building on its expertise and experience, and respecting the mandates of and coordinating with other international organizations, IOM shall continue its role as a leading global organization focusing on migration management. The Organization will continue to address the migratory phenomenon from an integral and holistic perspective, including links to development, in order to maximize its benefits and minimize its negative effects. To achieve that goal, IOM will focus on the following activities, acting at the request of, or in agreement with, Member States:

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 their protection;<sup>4</sup>
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.

Operationally, IOM's structure is highly decentralized and this has enabled IOM to acquire the capacity to deliver an ever-increasing number and diversity of projects at the request of its Member States. IOM's Field structure is composed of eight Regional Offices, two Special Liaison Offices, two Administrative Centres, six Country Offices with Coordinating Functions, four Country Offices with Resource Mobilization Functions, and more than 450 field locations worldwide.

IOM is a projectized organization, meaning that it uses a time-allocation concept similar to activity-based costing to charge staff and office costs associated with implementation directly to a project. Every project in IOM is assigned a distinct project code and is managed by a project manager to ensure that activities are implemented, monitored, and accounted for in a responsible, transparent, and efficient manner.

---

<sup>4</sup> Although IOM has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in migration.

## **IOM in Kenya**

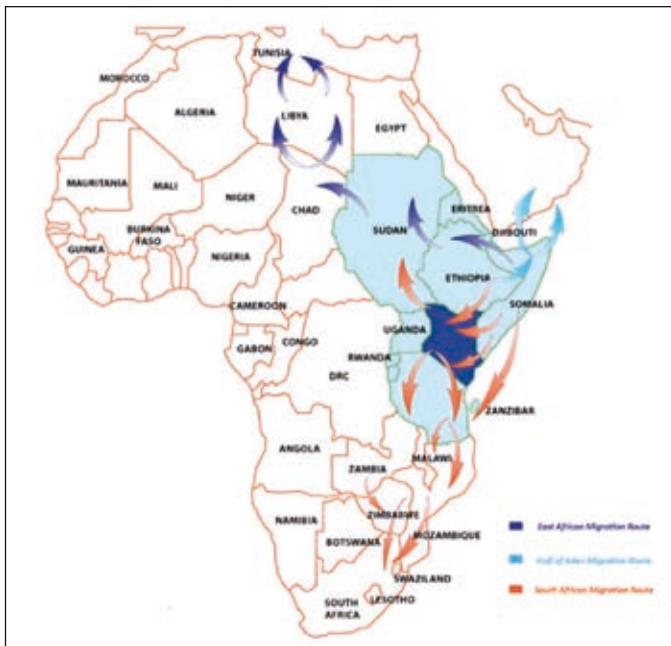
IOM has a lengthy history in Kenya. The original contribution agreement between the Government of Kenya and IOM was signed in 1982 and IOM's first programme in the country, the Return of Qualified Nationals programme, began in 1984. In 1985 Kenya became IOM's first African Member State. In 1993 IOM opened its office in Nairobi, and it has remained active in the country ever since. Currently, IOM operates its main office in Westlands, Nairobi; a sub-office in Dadaab; Migration Health Assessment Centres in Nairobi, Kakuma, and Dadaab; and a Pre-Departure Medical Screening Centre at the Transit Centre in Nairobi. In Kenya, IOM currently employs approximately 380 staff, 90 per cent of which are nationals of Kenya.

Although IOM has been active in a wide range of migration management initiatives in Kenya since its establishment, until 2005 most of its projects focused on refugee resettlement. IOM has since significantly diversified its programming in Kenya. IOM currently implements interventions within the areas of emergency and post-conflict response, preparedness and response, disaster risk reduction, livelihoods, healthcare and psychosocial assistance, assisted voluntary return of migrants, immigration and border management, migration and development, resettlement and repatriation, family reunification, counter human trafficking, assistance to vulnerable migrants, and labour migration.

## **Migration in Kenya**

Migration dynamics in Kenya are heavily influenced by broader trends in East Africa and the Horn of Africa. These sub-regions continue to experience the sustained movements of refugees and mass displacement of persons resulting from climate change and environmental degradation, armed conflict, and political, economic, and food crises. Transnational crimes such as human trafficking, human smuggling, and piracy contribute to the continued problem of irregular migration and human rights abuses of migrants. At present Kenya hosts approximately 600,000 refugees, the vast majority of which originate from Somalia.

Kenya is also affected by mixed migration flows originating in or transiting East Africa or the Horn of Africa. Mixed flows are defined by IOM as "complex population movements including refugees, asylum-seekers, economic migrants and other



migrants.<sup>5</sup> These flows simultaneously involve different types of migrants using the same means and routes but as a result of different motivations. The principal characteristics of mixed migration flows include the irregular nature of, and the multiplicity of factors driving such movements, and the differentiated needs and profiles of the persons involved.<sup>6</sup> Three main routes exist: the Northern Africa route (from sub-Saharan Africa to North Africa and Europe); the Gulf of Aden route (from the Horn of Africa to Yemen and beyond); and the Southern route (from the Horn of Africa and East Africa to South Africa and beyond). These flows, which include refugees, asylum-seekers, displaced persons, and migrants pursuing family reunification, education, or employment, place strain on governments in the region, including the Kenyan government, as they struggle to cope with the large number of migrants crossing their borders and moving through their countries. The children, men, and women making up these migrant flows frequently resort to unsafe modes of transportation and smuggling networks during their journey, exposing themselves to injury, violence, detention, and exploitation and abuse.

5 IOM (2004). Glossary on Migration.

6 IOM-International Dialogue on Migration (2008), *Challenges of Irregular Migration: Addressing Mixed Migration Flows*.

Areas of Northern Kenya face unique migration challenges due to the presence of nomadic and semi-nomadic pastoralists in Kenya, Somalia, Uganda, and Ethiopia. These regions have traditionally experienced cross-border migration by pastoralists, however intensified climate change and environmental degradation have contributed to increased frequency of migration, variation from traditional migration routes, and increased distance of migration. At the same time, climate change and environmental degradation have contributed to resource-based conflicts between and amongst pastoralist communities.

These regional dynamics are compounded by a general weakness in border and migration management regimes in East Africa, which is characterized by porous borders, inadequately trained and poorly equipped staff, and insufficient regional technical cooperation.

Within its own borders, Kenya faces rapid urbanization, with youth forming a large proportion of those moving from rural to urban areas.<sup>7</sup> Nairobi, which is four times larger than the next largest urban centre, attracts many young migrants from rural areas in search of education and livelihood opportunities. For many young migrants, the first points of entry into urban areas are the slums where already strained resources cannot accommodate the ever-growing population and chances for exploitation are unusually high. A 2007 study found that in Kibera, one of the largest and oldest slums in Africa, half of the adolescent population had migrated there. Among these, girls were less likely to have migrated with their parents and less likely to be in school<sup>8</sup>. In Mombasa, the second largest city in the country, virtually all of the urban poor live in more than 50 slum areas, characterized by stark living conditions<sup>9</sup>.

Displacement remains a concern in Kenya, with approximately 300,000 persons displaced by eviction, conflict, post-election violence, and environmental factors.<sup>10</sup>

Kenya is also a source county for migrants. Interest in international migration on the part of Kenyans is high due to socio-economic factors such as low wages, high

---

<sup>7</sup> Population Council (2007). *Adolescence in the Kibera Slum of Nairobi Kenya*.

<sup>8</sup> Population Council (2007). *Adolescence in the Kibera Slum of Nairobi Kenya*.

<sup>9</sup> UN-HABITAT. (2007). *History of Urbanization and Proliferation of Slums in Kenya*.

<sup>10</sup> OCHA Eastern Africa Displaced Populations Report, Issue 9, April 2011 and IDMC “Kenya: speedy reform needed to deal with past injustices and prevent future displacement.” 10 June 2010.

levels of unemployment, environmental degradation, rural underdevelopment, and a real or perceived lack of opportunity in the country. Migration is seen as a desirable and viable option for improving life chances, particularly by the youth and by qualified nationals. While migration can have positive impact on the country through remittance flows and contributions to development, some Kenyan migrants are vulnerable to exploitation and abuse whilst abroad.

## **IOM partnerships and beneficiaries**

IOM is committed to designing and implementing projects and programmes that are aligned to the national priorities of the Government of Kenya. IOM will continue to deepen its cooperation with its partner ministries and agencies within the Government of Kenya, which include the Ministry of Labour, the Ministry of Immigration and Registration of Persons, the Ministry of Health, the Ministry of Gender, Children, and Social Development, the Ministry of Special Programmes, and the Ministry of State for the Development of Northern Kenya and other Arid Lands.

IOM is committed to streamlining in-country efforts through contributing to the achievement of the outcomes contained in the United Nations Development Assistance Framework for Kenya, by participating in Joint Programmes, and by working closely with United Nations funds, programmes, and specialized agencies.

IOM seeks to ensure the sustainability of its work by promoting national ownership, national capacity development, and inclusiveness. One way it aims to achieve this is by involving beneficiaries and national and local organizations in the design, planning, implementation, monitoring, and evaluation of its programmes. To date, IOM has developed an extensive network of more than 50 national partners including non-governmental, faith-based, and community-based organizations. IOM has also developed Partnership Guidelines for Implementing Partners that establish standardized selection procedures, frameworks for specifying expected results, standardized documents for progress monitoring, communication and reporting mechanisms, and a risk management system.

In all of its work IOM strives to meet the needs of migrants, host communities, and States as it promotes effective migration management for the benefit of all. The specific intended beneficiaries of this strategic plan are pastoralists, migrant

communities in Kenya, vulnerable migrants, Kenyan labour migrants and members of the Kenyan diaspora, individuals and communities affected by emergencies, disasters, or humanitarian crises, and the Government of Kenya.

## **Strategic framework**

### **Vision statement**

IOM Kenya provides reliable, flexible, and proactive services in all areas of migration management.

### **Mission statement**

IOM Kenya promotes a peaceful and prosperous Kenya by promoting social and economic development through migration, by safeguarding the well-being of migrants and migrant-hosting communities, and by building the capacity of national partners to manage migration for the benefit of all.

### **Values**

IOM Kenya commits to:

- Promote national ownership through support for and alignment to national priorities and policies.
- Work with partners in government, civil society, local communities, and the international community in a manner that fosters sustainability.
- Conduct all actions with efficiency, professionalism, and integrity and in a manner consistent with international best practices, humanitarian principles, and human rights-based approaches.
- Ensure effectiveness of interventions through results based management and participatory monitoring and evaluation processes.



## **STRATEGIC OBJECTIVES**

In Kenya, IOM implements migration management projects in the areas of migration health, immigration and border management, migrant assistance, and labour migration and human development.

In the area of migration health, IOM Kenya provides health assessments and travel health assistance for refugees and migrants about to migrate, travel, or resettle; promotes health and provides health assistance to migrant populations within the country, particularly along transport corridors and urban areas; and provides health assistance to crisis-affected populations.

In the area of immigration and border management, IOM works with the Ministry of Immigration and Registration of Persons to promote effective management of immigration and its borders. IOM also works with the East Africa Community and its partner states to enhance capacities to address and mainstream migration management issues in view of the Common Market Protocol.

IOM provides a broad range of services including medical assessment and treatment, transportation, and post-arrival assistance to migrants in need of help, such as stranded migrants, trafficked persons, unaccompanied minors, and unsuccessful asylum seekers. IOM has also been at the forefront of the response to human trafficking in the country, and has implemented projects aimed at preventing human trafficking, protecting trafficked persons, and strengthening the legal frameworks required for prosecution of trafficking offenders.

In the area of labour migration and human development, IOM works closely with the Ministry of Labour and Human Resource Development in order to enhance their capacity to facilitate and regular labour migration. IOM has assisted the Ministry in developing e-governance tools; establishing databases for skills inventories, diaspora profiles, and labour market information; and strengthening the regulatory and institutional frameworks through preparation of a draft labour migration policy and establishment of a Labour Migration Unit at the National Employment Bureau.

IOM Kenya is also active in emergency preparedness and response and resettlement and movement management. IOM's emergency preparedness and response

activities were rapidly scaled-up in 2008 in response to the post election violence. In the context of emergencies, IOM Kenya has provided or supported emergency transportation for assistance for stranded migrants; camp coordination and camp management; emergency shelter; protection and conflict prevention, livelihood, agriculture, and livestock recovery; community dialogue, reconciliation, and peace-building; community disarmament and stabilization; disaster mitigation and natural resource management; and health care and psychosocial services in emergencies.

Resettlement and movement management has been a key aspect of IOM's work in the country for over a decade. The majority of the applicants in IOM's resettlement programme are refugees from Ethiopia, Somalia, and Sudan. IOM Nairobi facilitates resettlement from Kenya to various destinations including the Australia, Canada, New Zealand, United States of America, and at least ten European countries under governmental resettlement projects. Thousands of migrants are assisted each year. The movements are organized through IOM's worldwide network of field offices in close collaboration with the United Nations High Commissioner for Refugees and other international agencies, governmental bodies, non-governmental organizations, and private sponsors. IOM Nairobi assists with the resettlement of refugees who have been accepted by receiving countries by processing documentation; providing medical assessment and treatment; and by arranging safe, reliable, and affordable transportation. To facilitate the integration of refugees into their new country and environment, language training and cultural orientation are offered prior to departure at the request of receiving countries.

The strategic priorities in this plan seek to build on and expand IOM's programming in these areas.

<b>Objectives</b>	<b>Outcomes</b>	<b>Outputs</b>
Objective 1: Contribute to mitigation of and resilience to climate change and environmental degradation in arid and semi-arid lands.	Outcome 1: Communities are engaged in adaptive agricultural practices.	Output 1.1: Community members are equipped with the necessary knowledge, skills, and resources for implementing adaptive agricultural practices.
	Outcome 2: Communities are engaged in production and marketing of natural and market-oriented goods and commodities.	Output 2.1: Community members are equipped with the necessary knowledge, skills, and resources for engaging in production and marketing of market-oriented goods and commodities.
	Outcome 3: Communities are engaged in fewer resource-based conflicts.	Output 2.2: New market centres and trading routes are established.
Objective 2: Promote effective human rights-based approaches to the management of mixed migration flows to, from, and across Kenya.	Outcome 1: Improved well-being of vulnerable migrants within mixed migration flows.	Output 1.1: Vulnerable migrants within mixed migration flows have access to basic services including but not limited to shelter, health care services, and legal assistance.
		Output 1.2: Vulnerable migrants have access to assisted voluntary return or local integration services.
		Output 1.3: Refugees have access to resettlement services including documentation processing, medical screening and treatment, transportation, and/or language training and cultural orientation.
		Output 1.4: Migrants within mixed migration flows are knowledgeable on safe migration practices and how to access services.

	<p><b>Outcome 2:</b> Institutional frameworks for the management of mixed migration flows are improved.</p>	<p><b>Output 2.1:</b> Recommendations for improvements to mixed migration management institutional frameworks made.</p> <p><b>Output 2.2:</b> Government policy and decision makers are aware of the need for improved migration management frameworks.</p>
	<p><b>Outcome 3:</b> Government line ministries are implementing a human-rights based approached to mixed migration management.</p>	<p><b>Output 3.1:</b> Government officials are knowledgeable on human rights of migrants and are capable of identifying and referring vulnerable migrants for assistance.</p> <p><b>Output 3.2:</b> National networks of mixed migration management practitioners established.</p>
	<p><b>Outcome 4:</b> The Intergovernmental Authority for Development and the East Africa Community are coordinating and cooperating on mixed migration management.</p>	<p><b>Output 4.1:</b> The Intergovernmental Authority for Development and the East Africa Community have sufficient expertise and resources to conduct coordination meetings.</p>
<p><b>Objective 3:</b> Contribute to safety and security along Kenyan borders.</p>	<p><b>Outcome 1:</b> Government of Kenya is effectively implementing border management principles.</p>	<p><b>Output 1.1:</b> Border agencies' officials have the knowledge and skills to counter cross border crimes.</p> <p><b>Output 1.2:</b> Border agencies' officials have the knowledge and skills required to improve inter-agency coordination, cross-border cooperation, and integrated border management.</p> <p><b>Output 1.3:</b> Infrastructure along border crossing points (land and sea borders) improved.</p>

	Outcome 2: Pastoralists benefit from regional migration framework that regulates and ensures their safe movement.	Output 2.1: Regional policy frameworks for the safe movement of pastoralists are in place.  Output 2.2: Early warning system on climate and conflict conditions established.  Output 2.3: Migratory routes mapped to support peaceful movement of pastoralists.
Objective 4: Contribute towards enhanced human security through peace-building and conflict prevention in Northern Kenya and Rift Valley.	Outcome 1: Local peace committees and local authorities respond effectively to inter-community conflict.	Output 1.1: Local peace committees and local authorities have knowledge, skills, and resources necessary to undertake their peace-building functions.  Output 1.2: Conflict early warning early response focal points have necessary knowledge, skills, and resources to undertake their peace-building functions.
	Outcome 2: Communities capable of peaceful conflict resolution.	Output 2.1: Community members are aware of non-violent conflict resolution mechanisms and rights of displaced person.
Objective 5: Contribute to emergency preparedness and response.	Outcome 1: National and international communities responsive to beneficiary needs in event of man-made or natural humanitarian crises or disasters.	Output 1.1: Interventions responding to migrant needs included in emergency consolidated appeals.  Output 1.2: Reliable migration data is available to partners and donors and contributes to appropriate responses to the crisis.

	<p>Outcome 2: National and international agencies respond rapidly and effectively to man-made or natural humanitarian crises or disasters.</p>	<p>Output 2.1: National and international agencies have necessary knowledge, skills, and tools to respond effectively to crises.</p> <p>Output 2.2: Non-food items purchased and pre-positioned.</p> <p>Output 2.3 Contingency plans and standard operating procedures for deployment of a rapid response team, transport, logistics, non-food item distribution, and provision of primary health care and psychosocial assistance in place.</p>
Objective 6: Support migrants' equitable access to health care in Kenya.	<p>Outcome 1: Migrants have access to health services in Kenya.</p>	<p>Output 1.1: Migrants incorporated into the health services strategic plan from 2013-2017.</p> <p>Output 1.2: Migrants are aware of their right to health care and the means to claim their rights.</p> <p>Output 1.3: Adequately equipped and staffed health facilities in migrant-populated areas.</p>
	<p>Outcome 2: Health services in Kenya are appropriate and acceptable to migrants.</p>	<p>Output 2.1: Health staff have the knowledge, skills, and abilities to provide migrant-sensitive services.</p> <p>Output 2.2: On-call system of interpretation services established.</p> <p>Output 2.3: Migrants have access to pre-departure health assessments and treatments.</p>

Objective 7: Contribute to Kenya's development through effective management of labour migration.	Outcome 1: Institutional frameworks to facilitate migrant contributions to development and to protect migrant rights in place.	Output 1.1: Government policy and decision makers sensitized on the rights of migrants and the role of migration in development.
	Outcome 2: Labour migration benefits migrants and their families and contributes to the development of Kenya.	Output 1.2: Labour migration recognized as a development strategy and incorporated into revised versions of Vision 2030.  Output 2.1: Kenyan labour migrants abroad are protected from exploitation and abuse.  Output 2.2: Transaction costs for remittances are reduced.



## ACTION PLAN

Activity	Timeline (2012)				Input	Responsibility
	Q1	Q2	Q3	Q4		
<b>Objective 1: Contribute to mitigation of and resilience to climate change and environmental degradation in arid and semi-arid lands.</b>						
Activity 1.1.1: Conduct household surveys at inception, mid-term, and six months following completion of intervention.					Consultant for survey design, research assistants, research materials, statistical analysis software, travel and per diems.	Emergency and Post Crisis Unit.
Activity 1.1.2: Conduct trainings on adaptive agricultural practices.					Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 1.1.3: Distribute equipment and/or inputs for implementing adaptive agricultural practices.					Equipment and/or agricultural inputs (e.g., seeds for drought resistant crops, equipment for rangeland rehabilitation, etc.), travel and per diems, staff time, administration and logistics support.	Emergency and Post Crisis Unit.
Activity 2.1.1: Conduct trainings of production and marketing of market-oriented goods and commodities.					Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 2.1.2: Distribute small grants and/or equipment for production of market-oriented goods and commodities.					Funds for grants and equipment, travel and per diems, staff time, administration and logistics support.	Emergency and Post Crisis Unit.
Activity 2.2.1: Conduct research to identify current trading routes and target areas for market construction.					Research materials, GIS consultant, GIS software, travel and per diems, logistics support.	Emergency and Post Crisis Unit.
Activity 2.2.2: Oversee construction of new market centres.					Staff time, travel and per diems, funds for construction contract(s), logistics and administration support.	Emergency and Post Crisis Unit.
Activity 3.1.1: Support peace committees to conduct peace-building activities in hot spot areas.					Funds for peace-building grants, travel and per diems, staff time, administration and logistics support.	Emergency and Post Crisis Unit.

Objective 2: Promote effective human rights-based approaches to the management of mixed migration flows to, from, and across Kenya.			
Activity 1.1.1: Set up database of migrants and identify target groups.		IT equipment and software, registration consultant, registration assistants, travel and per diems, logistics support.	Mixed Migration Unit.
Activity 1.1.2 Provide basic services including but not limited to shelter, health care, and legal assistance.		Temporary shelter (constructed or referrals), psychosocial staff, health care staff, staff time, travel and per diems, assistance funds.	Mixed Migration Unit.
Activity 1.2.1: Provide assisted voluntary return and local integration services.		Staff time, assistance funds.	Mixed Migration Unit.
Activity 1.3.1: Provide resettlement services.		Staff time, resettlement funds, administrative and logistics support.	Resettlement Unit.
Activity 1.4.1: Conduct pre and post intervention surveys to assess migrants' knowledge, attitudes, and perceptions on safe migration and access to services.		Consultant for survey design, research assistants, research materials, statistical analysis software, travel and per diems.	Mixed Migration Unit.
Activity 1.4.2 Conduct public information campaign informing migrants on safe migration practices and how to access services.		Staff time, administration and logistics support, graphic designer, production and distribution costs.	Mixed Migration Unit.
Activity 2.1.1: Contract consultant to assess legislation.		Consultant.	Mixed Migration Unit.
Activity 2.1.2: Convene assessment meetings with stakeholders.		Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Mixed Migration Unit.
Activity 2.2.1: Conduct sensitization sessions for government policy and decision makers.		Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Mixed Migration Unit.

Activity 3.1.1: Conduct trainings for government officials on human rights of migrants and identification and referral of vulnerable migrants.		Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Mixed Migration Unit.
Activity 3.2.1: Provide technical support to government officials in establishing mixed migration management networks and convening network meetings.		Staff time.	Mixed Migration Unit.
Activity 4.1.1: Provide technical support to Intergovernmental Authority for Development and East Africa Community.		Staff time.	Mixed Migration Unit.
<b>Objective 3: Contribute to safety and security along Kenyan borders.</b>			
Activity 1.1.1: Conduct training workshops for border agencies' officials on the detection and investigation of cross border crimes.		Venue, conference services, materials and supplies, expert trainer, curriculum development, travel and per diems for staff and participants, staff time, logistics support.	Immigration and Border Management Unit.
Activity 1.2.1: Conduct training workshops for border agencies' officials on inter-agency coordination, cross-border cooperation, and integrated border management.		Venue, conference services, materials and supplies, expert trainer, curriculum development, travel and per diems for staff and participants, staff time, logistics support.	Immigration and Border Management Unit.
Activity 1.3.1: Refurbish border posts.		Staff time, travel and per diems, funds for construction contract(s), logistics and administration support.	Immigration and Border Management Unit.
Activity 2.1.1: Contract consultant to support development of regional policy framework partnership with stakeholders.		Consultant.	Emergency and Post Crisis Unit.

Activity 2.1.2: Hold consultations with pastoralists, settled communities, and stakeholders.		Staff time, travel and per diems, venues, services.	Emergency and Post Crisis Unit.
Activity 2.1.3: Hold advocacy sessions to sensitize government policy and decision makers on the need for institutional frameworks for the safe movement of pastoralists.		Venue, conference services, materials and supplies, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 2.2.1: Conduct or update mapping of hotspots to identify locations for early warning focal points.		Research materials, GIS consultant, GIS software, travel and per diems, logistics support.	Emergency and Post Crisis Unit.
Activity 2.2.2: Contract local organization(s) to design, field test, produce, and distribute information bulletins on climate, conflict, and migratory routes.		Staff time, administration and logistics support, funds for implementing partner.	Emergency and Post Crisis Unit.
Activity 2.2.3: Map migratory routes.		GIS software, staff time, travel and per diems.	Emergency and Post Crisis Unit.
<b>Objective 4: Contribute towards enhanced human security through peace-building and conflict prevention in Northern Kenya and Rift Valley.</b>			
Activity 1.1.1: Conduct training for local peace committees and local authorities on community peace-building methods.		Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 1.1.2: Disperse peace-building grants to local peace committees.		Funds for small grants, travel and per diems, staff time, administration and logistics support.	Emergency and Post Crisis Unit.
Activity 1.1.3: Provide local peace committees with on-going logistical and technical support for implementation of peace-building activities.		Staff time, travel and logistics.	Emergency and Post Crisis Unit.

Activity 1.2.1: Provide technical support in development of administrative frameworks for conflict early warning early response mechanisms.	Staff time.	Emergency and Post Crisis Unit.
Activity 1.2.2: Train conflict early warning early response focal points on early warning and early response methodologies.	Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 1.2.3: Provide equipment to conflict early warning early response focal points.	Funds for equipment, staff time, administration support.	Emergency and Post Crisis Unit.
Activity 2.1.1: Conduct pre and post intervention surveys to assess community member's knowledge, attitudes, and perceptions on conflict resolution, rights, and security.	Consultant for survey design, research assistants, research materials, statistical analysis software, travel and per diems.	Emergency and Post Crisis Unit.
Activity 2.1.2: Provide logistical, technical, and financial support to local peace committees for community peace-building events and public information campaigns.	Funds for small grants, travel and per diems, staff time, administration and logistics support.	Emergency and Post Crisis Unit.
Activity 2.1.3: Provide community mediation and reintegration services for displaced as requested and as appropriate.	Staff time, reintegration services.	Emergency and Post Crisis Unit.

Objective 5: Contribute to emergency preparedness and response.				
Activity 1.1.1: Prepare emergency preparedness and response funding plan.			Staff time.	Emergency and Post Crisis Unit.
Activity 1.1.2: Participate in emergency preparedness and response coordination mechanisms.			Staff time.	Emergency and Post Crisis Unit.
Activity 1.2.1: Establish and regularly update database on migration information (e.g., registration data, stranded populations data, movements data, etc.).	As required and in response to natural or man-made humanitarian emergencies or disasters.	Information management officer, IT equipment and software, data entry assistants, field monitors, logistics support.	Information management officer, IT equipment and software, data entry assistants, field monitors, logistics support.	Emergency and Post Crisis Unit.
Activity 1.2.2: Issue daily, weekly, or monthly bulletins containing migration statistics and assessments.	As required and in response to natural or man-made humanitarian emergencies or disasters.	Information management officer, IT equipment and software, data entry assistants, field monitors, logistics support.	Information management officer, IT equipment and software, data entry assistants, field monitors, logistics support.	Emergency and Post Crisis Unit.
Activity 2.1.1: Conduct mapping of partners, service providers, and facilities.		Staff time.	Staff time.	Emergency and Post Crisis Unit.
Activity 2.1.2: Conduct training needs assessment for partners and service providers.		Staff time.	Staff time.	Emergency and Post Crisis Unit.
Activity 2.1.3: Conduct trainings for partners and service providers.		Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Venue, conference services, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Emergency and Post Crisis Unit.
Activity 2.2.1: Participate in inter-agency assessment of suitable locations for pre-positioning of non-food items.		Staff time, travel and per diems.	Staff time, travel and per diems.	Emergency and Post Crisis Unit.

## Action Plan

Activity 2.2.2: Purchase and pre-position non-food items.		Staff time, funds for non-food items purchase and storage, administration and logistics support.	Emergency and Post Crisis Unit.
Activity 2.3.1: Establish roster of trained/qualified staff ready for immediate deployment as a rapid response team.		Staff time.	Emergency and Post Crisis Unit.
Activity 2.3.2: Draft emergency preparedness and response agreements with partners and service providers.		Staff time, venue, conference services, logistics support, travel and per diems for staff and participants.	Emergency and Post Crisis Unit.
Activity 2.3.3: Develop contingency plans and standard operating procedures for deployment of a rapid response team, transport, logistics, non-food items distribution, and delivery of psychosocial and primary health care services.		Staff time.	Emergency and Post Crisis Unit.
Objective 6: Support migrants' equitable access to health care in Kenya.		Consultant for survey design, research assistants, research materials, statistical analysis software, travel and per diems	
Activity 1.1.1: Conduct pre and post intervention research on migrant populations, availability and appropriateness of health care services in migrant-populated areas, and migrant knowledge of rights to health care and means to claim rights.			Migration Health Unit.

Activity 1.1.2: Conduct advocacy sessions for government policy and decision makers, sensitizing them on the need for inclusion of migrants in the health services strategic plan.	Venue, conference services, materials and supplies, staff time, logistics support.	Migration Health Unit.
Activity 1.2.1: Conduct public information campaigns informing migrants of their rights to health services and means to claim these rights.	Staff time, funds for implementing partner, administration support.	Migration Health Unit.
Activity 1.3.1: Provide support to Ministry of Health in direct service delivery.	Staff time, funds for purchase of medical equipment and supplies, operating costs for clinics, administration and logistics support.	Migration Health Unit.
Activity 2.1.1: Conduct training of trainers courses on migrant-sensitivity training for health staff.	Venue, conference services, expert trainer, materials and supplies, travel and per diems for staff and participants, staff time, logistics support.	Migration Health Unit.
Activity 2.2.1: Provide on-going technical assistance to the Ministry of Health in establishing and operating the on-call system and by sharing best practices and lessons learned from models elsewhere.	Staff time.	Migration Health Unit.
Activity 2.3.1: Provide health assessment and treatment services to migrants.	Medical staff, medical supplies, operating costs for clinics, administration and logistics support.	Migration Health Unit.

Objective 7: Contribute to Kenya's development through effective migration management.			
Activity 1.1.1: Provide technical input to draft diaspora and labour migration policies.		Staff time.	Project Development and Implementation Unit.
Activity 1.1.2: Conduct advocacy sessions sensitizing government policy and decision makers on the rights of migrants and the role of migration in development.	Venue, conference services, materials and supplies, staff time, logistics support.		Project Development and Implementation Unit.
Activity 1.2.1: Provide technical inputs on incorporation of labour migration as a development strategy into revised versions of Vision 2030.	Staff time.		Project Development and Implementation Unit.
Activity 2.1.1: Conduct pre-departure training sessions for outbound labour migrants.	Venue, conference services, materials and supplies, consultant for curriculum development, trainers, staff time, logistics support.		Project Development and Implementation Unit in coordination with the Cultural Orientation Unit.
Activity 2.1.2: Map service requirements of Kenyan diaspora in main destination areas.	Staff time.		Project Development and Implementation Unit.
Activity 2.1.3: Map service providers in main destination areas.		Staff time.	Project Development and Implementation Unit.
Activity 2.1.4: Sensitize service providers on the needs of Kenyan diaspora in main destination areas.		Information, Education, and Communication materials, staff time.	Project Development and Implementation Unit.
Activity 2.2.1: Sensitize remittance sending and receiving institutions on the value of reducing remittance transaction costs.		Information, Education, and Communication materials, staff time.	Project Development and Implementation Unit.



## **RISK MANAGEMENT FRAMEWORK**

Certain potential events or developments are recognized as potential risks to IOM Kenya's ability to achieve the strategic objectives laid out in this plan. In order to prepare for and address these issues, a set of risk mitigation measures will be implemented. Each project, programme, and unit will implement the risk management matrix below by developing and implementing risk monitoring processes.

Risk	Likelihood	Impact	Mitigation	Responsibility
Post election violence.	Medium.	High. Any post election violence is likely to have broad and lasting impact on IOM's capacity to implement projects and programmes in most areas of the country, with acute impact in conflict zones.	Implement peace-building programmes in advance of the election to reduce the likelihood of this risk being realized; develop contingency plans for new and existing projects and programmes.	Emergency and Post Crisis Unit for implementation of peace-building programmes; unit heads for all projects and programmes; and Project Development and Implementation Unit for inclusion of contingency plans into project proposals.
Shifting donor priorities.	Medium.	High. As IOM Kenya relies almost exclusively on donor contributions for its projects and programmes, changes in donor priorities will negatively affect IOM's ability to implement projects and programmes in support of the strategic objectives contained within this document. A re-orientation of strategic priorities to reflect donor priorities could result in decreases in funding or delays to achievement of these objectives.	Develop funding plans for each of the strategic objectives identified in this document in line with current donor priorities; maintain familiarity with donor priorities and development policies; revisit funding plans and update as required.	Chief of Mission, Project Development and Implementation Unit, and unit heads.
Droughts, floods, and/or other manifestations of climate change and environmental degradation.	High.	Medium. IOM is engaged in drought-response programming and has developed internal capacity to adjust to or respond to such issues. Nonetheless large-scale, widespread, or high impact droughts, floods, or other manifestations of climate change and environmental degradation would likely place a strain on IOM's administrative and operational capacities, resulting in resource constraints for other programmes.	Improve preparedness and response capacities in higher-risk areas through programming; develop contingency plans for rapid scale-up of programming and administrative and operational capacities in response to droughts, floods, and/or other manifestations of climate change and environmental degradation.	Emergency and Post Crisis Unit, Resource Management, and Office of the Chief of Mission.

Security challenges in remote areas.	High.	High. IOM participates in the United Nations Security Management System and must abide by United Nations Department of Safety and Security to ensure the well-being of staff. Insecurity reduces IOM's capacity to position staff and resources in affected areas, and can severely limit IOM's ability to implement projects and programmes for the duration of the instability.	Remain aware of conflict assessments and areas of potential instability; develop contingency plans for projects and programmes being implemented in less secure areas, up to and including cessation of activities; develop a network or local partners, build local capacities, and develop contingency plans for handover of activities to local partners in the event that IOM must cease direct implementation.	Emergency and Post Crisis Unit and Dadaab Response.
Changes to government structure.	High.	Medium. Implementation of widespread changes to government structure will require IOM staff to sensitize new government counterparts and agencies on migration issues.	Maintain awareness of plans for government restructuring; dialogue with counterparts on impact of government restricting on migration-related programmes; build relationships with new counterparts.	All units and Chief of Mission.
Declining resettlement numbers.	High.	High. A decline in refugee resettlement numbers would have a direct impact on the resettlement unit and would indirectly affect the administration and support units.	Consider new programmatic areas in which the competencies and resources of the resettlement unit can be operationalized; explore avenues for maintaining or increasing refugee referrals.	Office of the Chief of Mission and Resettlement Unit.



## **MONITORING, EVALUATION, AND FEEDBACK**

Progress made towards achievement of the strategic objectives will be measured against the indicators detailed in the performance management framework below. A monitoring and evaluation composed of a monitoring and evaluation expert and a focal point for each objective will be established and will meet quarterly to review progress.

Annual retreats will be held to review the overall progress. Annual reports will be prepared and necessary revisions to the strategic plan made.

An external monitoring and evaluation consultant will be contracted to conduct an impact assessment in mid-2014.

Results	Indicators	Baselines	Targets	Data source	Reporting responsibility
Objective 1: Contribute to mitigation of and resilience to climate change and environmental degradation in arid and semi-arid lands.					
Outcomes					
Outcome 1: Communities are engaged in adaptive agricultural practices.	Percentage of households engaged in adaptive agricultural practices.	To be established at baseline.	20% increase.	Household survey data.	Emergency and Post Crisis Unit.
Outcome 2: Communities are engaged in production and marketing of natural and market-oriented goods and commodities.	Number of households using market-oriented production and marketing techniques and tools.	To be established at baseline.	20% increase.	Household survey data.	Emergency and Post Crisis Unit.
	Percentage increase in proportion of household generating income from production and marketing of goods and commodities.	To be established at baseline.	15 % increase.	Household survey data.	
Outcome 3: Communities are engaged in fewer resource-based conflicts.	Decreased number of cattle rustling incidents.	5 organized raids resulting in 4 deaths, 1 injury, and loss of 530 livestock in Samburu East in 2011; remaining data to be gathered at baseline.	25% reduction.	National Steering Committee for Peace-building and Conflict Management.	Emergency and Post Crisis Unit.

		Outputs		
Output 1.1: Community members are equipped with the necessary knowledge, skills, and resources for implementing adaptive agricultural practices.	<p>Number of community members trained on adaptive agricultural practices (targeting 50% men, 50% women, and 20% youth).</p> <p>Percentage of trained community members that understand key messages of training.</p> <p>Number of trained community members provided with equipment and/or inputs for implementing adaptive agricultural practices (targeting 50% men, 50% women, and 20% youth).</p>	<p>Approximately 2,000 community members trained in 2010 and 2011.</p> <p>Not applicable.</p> <p>Approximately 200 community members provided with agricultural inputs in 2010 and 2011.</p>	<p>Two thousand, disaggregated by sex and age.</p> <p>80%, disaggregated by sex and age.</p>	<p>Workshop reports and participant lists.</p> <p>Pre and post-training assessment reports.</p> <p>Project reports.</p>

Output 2.1: Community members are equipped with the necessary knowledge, skills, and resources for engaging in production and marketing of market-oriented goods and commodities.	<p>Number of community members trained on production and marketing of goods and commodities (targeting 50% men, 50% women, and 20% youth).</p> <p>Percentage of trained community members that understand key messages of training.</p>	<p>—</p> <p>500, disaggregated by sex and age.</p>	<p>Not applicable.</p> <p>80%, disaggregated by sex and age.</p>	<p>Participant lists.</p> <p>Pre and post-training assessment reports.</p>	<p>Emergency and Post Crisis Unit.</p>
Output 2.2: New market centres and trading routes are established.	Number of new market centres.	Three market centres built in 2010 and 2011 (large scale market in Dadaab, basket and fish markets in Lodwar).	Two.	Research assessment data.	Emergency and Post Crisis Unit.

Output 3.1: Communities equipped with peace-building skills and tools.	Number of local peace committees initiating workshops.	16 local peace committees involved in hosting workshops in 2010 and 2011.	10.	List of local peace committees who have initiated workshops and dates of workshops.	Emergency and Post Crisis Unit.
	Number of workshops conducted.	16 workshops held in 2010 and 2011.	10.	Workshop reports.	
	Number of community members participating in workshops (targeting 50% men, 50% women, and 20% youth).	Approximately 250 community members participated in workshops held in 2010 and 2011.	150 disaggregated by sex and age.	Participant lists, photos, or trainer reports, as culturally appropriate.	
<b>Objective 2: Promote effective human rights-based approaches to the management of mixed migration flows to, from, and across Kenya.</b>					
		Outcomes			
Outcome 1: Improved well-being of vulnerable migrants within mixed migration flows.	Percentage of assisted migrants reporting satisfactory levels of personal well-being.	Not applicable.	100%, disaggregated by sex and age.	Assistance programme entry and exit surveys.	Mixed Migration Unit.
Outcome 2: Institutional frameworks for the management of mixed migration flows are improved.	Number of new policies or institutional frameworks for management of mixed migration that have been passed or established.	—	Task force on mixed migration established and functional.	Policy documents, terms of reference, or standard operating procedures documents.	Mixed Migration Unit.
	Extent to which new policies or institutional frameworks are in line with the principles of equality and non-discrimination as stated in the Constitution of Kenya.	Not applicable.	100%.	Analysis of policies and institutional frameworks.	

Outcome 3: Government line ministries are implementing a human-rights based approached to mixed migration management.	Number of vulnerable migrants referred for assistance by government officials.	—	10, disaggregated by sex and age.	Protection agency referral records.	Mixed Migration Unit.
	Number of mixed migration management coordination sessions convened by the mixed migration task force.	—	Four.	Meeting notes.	
Outcome 4: The Intergovernmental Authority for Development and the East Africa Community are coordinating and cooperating on mixed migration management.	Number of intra-regional coordination mechanism established between governments and through the Intergovernmental Authority for Development or the East Africa Community.	—	One per organization.	Documentation of coordination mechanisms (e.g., memoranda of understanding, bi-lateral agreements, plans of action, etc.)	Mixed Migration Unit.
	Number of regional conferences on mixed migration management convened.	One regional conference held in 2011.	Two annual conferences held.	Conference reports.	
Outputs					
Output 1.1: Vulnerable migrants within mixed migration flows have access to basic services including but not limited to shelter, health care, and legal assistance.	Number of vulnerable migrants provided with basic services.	—	10, disaggregated by sex and age.	Aggregate statistical reports on assistance services provided.	Mixed Migration Unit.
Output 1.2: Vulnerable migrants have access to assisted voluntary return or local integration services.	Number of vulnerable migrants provided with assisted voluntary return, resettlement, or local integration services.	—	10, disaggregated by sex and age.	Aggregate statistical reports on assistance services provided.	Mixed Migration Unit.

Output 1.3: Refugees have access to resettlement services including documentation processing, medical screening and treatment, transportation, and/or language training and cultural orientation.	Number of refugees accepted for resettlement provided with assistance services.	4,622 refugees resettled in 2011.	10,000 per year.	IOM resettlement database.	Resettlement Unit.
Output 1.3: Migrants within mixed migration flows are knowledgeable on safe migration practices and how to access services.	Percentage of migrants knowledgeable on safe migration practices and how to access services.	To be established at baseline.	40%, disaggregated by sex and age.	Survey data.	Mixed Migration Unit.
Output 2.1: Recommendations for improvements to mixed migration management institutional frameworks made.	Number of meetings with migrants/migrant based organizations, government agencies, and development partners to identify main areas for improvement held.	Not applicable.	10.	Meeting notes.	Mixed Migration Unit.
	Recommendations document available.	No.	Yes.	Document.	
Output 2.2: Government policy and decision makers are aware of the need for improved migration management frameworks.	Number of government policy and decision makers sensitized on need for improved frameworks (targeting 50% men and 50% women).	Not applicable.	40, disaggregated by sex.	Advocacy meeting notes and reports.	Mixed Migration Unit.
	Number of public statements made by government policy and decision makers on the need for improved frameworks.	—	10.	Media monitoring reports.	Public Information Unit.

<p><b>Output 3.1: Government officials are knowledgeable on human rights of migrants and are capable of identifying and referring vulnerable migrants for assistance.</b></p>	<p>Number of government officials trained (targeting 50% men and 50% women).</p> <p>Number of government officials scoring 70% or more on post-training knowledge assessments.</p>	<p>Approximately 100 immigration and police trained on human trafficking and human smuggling in 2010 and 2011.</p> <p>Not applicable.</p>	<p>200, disaggregated by sex.</p> <p>80%, disaggregated by sex.</p>	<p>Training workshop reports.</p> <p>Pre and post-training knowledge assessments.</p>	<p>Mixed Migration Unit.</p>
<p><b>Output 3.2: National networks of mixed migration management practitioners established.</b></p>	<p>Number of organizations participating in networks.</p> <p>Number of network management documents (terms of reference, memoranda of understanding, plans of action, etc.) drafted and finalized.</p>	<p>—</p> <p>—</p>	<p>10.</p> <p>Two.</p>	<p>Meeting notes.</p> <p>Network management documents.</p>	<p>Mixed Migration Unit.</p>
<p><b>Output 4.1: The Intergovernmental Authority for Development and the East Africa Community have sufficient expertise and resources to conduct coordination meetings.</b></p>	<p>On-going technical support provided to Regional Economic Commissions.</p> <p>Community have sufficient expertise and resources to conduct coordination meetings.</p>	<p>No.</p>	<p>Yes.</p>	<p>Project reports.</p>	<p>Mixed Migration Unit.</p>

**Objective 3: Contribute to safety and security along Kenyan borders.**

Outcomes				
Outcome 1: Government of Kenya is effectively implementing border management principles.	<p>Number of border management initiatives adopted.</p> <p>Number of irregular migrants intercepted.</p> <p>Number of anti-human trafficking/anti-human smuggling investigations conducted.</p>	<p>Limited capacity to develop and implement border management principles.</p> <p>187 irregular migrants intercepted in 2011.</p> <p>Number of anti-human trafficking and anti-human smuggling investigations unknowns.</p>	<p>Principles of border management introduced.</p> <p>25% increase in number of irregular migrants detected.</p>	<p>Assessment reports.</p> <p>Immigration Department Mobile Border Processing Unit statistics.</p> <p>Police and immigration statistics.</p>
Outcome 2: Pastoralists benefit from regional migration framework that regulates and ensures their safe movement.	<p>Border pass system for pastoralists in place.</p> <p>Number of pastoralists registered for and using border pass system.</p>	<p>No.</p> <p>—</p>	<p>Yes.</p> <p>40% of pastoralists crossing international borders are registered and using border pass system,</p>	<p>Standard operating procedures documents.</p> <p>Customs and immigration statistics.</p> <p>Immigration and Border Management Unit.</p>

		Outputs	
Output 1.1: Border agencies' officials have the knowledge and skills to counter cross border crimes.	Number of officials trained on detection and investigation of cross border crimes (targeting 50% men and 50% women). Percentage of trained officials who score 70% or more on a post-workshop test.	Approximately 100 immigration and police trained on human trafficking and human smuggling in 2010 and 2011. Not applicable.	25% of border agency officials trained, disaggregated by sex. 70%, disaggregated by sex.
Output 1.2: Border agencies' officials have the knowledge and skills required to improve inter-agency coordination, cross-border cooperation, and integrated border management.	Number of officials trained on inter-agency coordination, cross-border cooperation, and integrated border management.	30 officials trained on inter-agency coordination in 2009; approximately 50 officials trained on cross-border cooperation in 2011; and approximately 50 officers sensitized on integration border management between 2009 and 2011. Not applicable.	45 officials trained disaggregated by sex. 70%, disaggregated by sex.

Output 1.3: Infrastructure along border crossing points (land and sea) improved.	Number of border posts rehabilitated.  2 border posts rehabilitated in 2009 (Liboi and Mandera).  2 border posts provided with equipment in 2008/2009 (Moyale and Lwakhakah).  3 border posts provided with radio equipment in 2011 (Mombasa, Lunga-Lunga, and Kiunga).	2 border posts rehabilitated in 2009 (Liboi and Mandera).  2 border posts provided with equipment in 2008/2009 (Moyale and Lwakhakah).  3 border posts provided with radio equipment in 2011 (Mombasa, Lunga-Lunga, and Kiunga).	Five.  On-site visits.	Immigration and Border Management Unit.
Output 2.1: Regional policy frameworks for the safe movement of pastoralists are in place.	Regional policy framework in place.	No.	Yes.	Policy documents.
Output 2.2: Early warning system on climate and conflict conditions established.	Early warning database established.  Number of information bulletins produced and disseminated.	No.	Yes.	Database.  Digital copies of information bulletins, copies of production and distribution agreements, field monitoring reports.

Output 2.3: Migratory routes mapped to facilitate peaceful movement of pastoralists.	Number of migratory routes mapped based on up-to-date information.	One route for North Eastern Province mapped in 2011.	Three additional routes mapped.	Field monitoring reports.	Emergency and Post Crisis Unit.
<b>Objective 4: Contribute towards enhanced human security through peace-building and conflict prevention in Northern Kenya and Rift Valley.</b>					
<b>Outcomes</b>					
Outcome 1: Local peace committees and local authorities respond effectively to inter-community conflict.	Conflict early warning early response systems improved.	Systems are currently operating but of limited capacity with poor infrastructure.	Systems fully capacitated and equipped.	Local peace committee reports.	Emergency and Post Crisis Unit.
	Number of peace-building grants administered.	—	10 small grants (approximate value USD 1,000 each).	Local peace committee reports.	
Outcome 2: Communities capable of peaceful conflict resolution.	Reduced number of cases of inter-community violence.	To be established at baseline.	To be established at baseline.	National Cohesion and Integration Committee reports.	Emergency and Post Crisis Unit.
	Number of persons previously displaced by inter-community violence successfully reintegrated into communities.	14,550 displaced persons provided with reintegration assistance in the form of shelter, peace building initiatives, and/or livelihoods or psychosocial support between 2008 and 2011.	10,000, disaggregated by sex and age.	Project reports.	

Outputs		Emergency and Post Crisis Unit.	
Output 1.1: Local peace committees and local authorities have knowledge, skills, and resources necessary to undertake their peace-building functions.	<p>Number of local peace committee members trained on peace-building, conflict resolution, administration, and project and grant management (targeting 50% men, 50% women, and 20% youth).</p> <p>Number of local peace committee members scoring 70% or more on post-training knowledge assessments.</p> <p>Number of peace-building grants dispersed to local peace committees.</p> <p>Number of local peace committees provided with ongoing logistical and technical support.</p>	<p>240 local peace committee members trained in 2010 and 2011.</p> <p>Approximately 90% comprehension of previous trainings, based on qualitative assessment.</p> <p>—</p> <p>Eight in 2011.</p>	<p>200, disaggregated by sex and age.</p> <p>80%, disaggregated by sex and age.</p> <p>10 small grants (approximate value 1,000 USD each).</p> <p>10.</p>
		Workshop reports and participant lists.	Pre and post training knowledge assessments.
		Project reports.	Project reports.

<p><b>Output 1.2: Conflict early warning early response focal points have necessary knowledge, skills, and resources to undertake their peace-building functions.</b></p> <p>Number of conflict early warning early response focal points with defined administrative frameworks (terms of reference, roles and responsibilities, reporting lines, standard operating procedures, etc.).</p> <p>Number of conflict early warning early response focal points trained on early warning and early response methodologies (targeting 50% men, 50% women, and 20% youth).</p> <p>Number of conflict early warning and early response focal points provided with necessary equipment (radios, communication devices, etc.).</p>	<p>To be established at baseline.</p> <p>To be established at baseline.</p> <p>—</p>	<p>100% have defined administrative frameworks.</p> <p>100%, disaggregated by sex and age.</p> <p>All new focal points (approximately 15) provided with necessary equipment.</p>	<p>Copies of documents, list of focal points.</p> <p>Training workshop reports and participant lists.</p> <p>Equipment distribution lists.</p>	<p>Emergency and Post Crisis Unit.</p>
--	--	--	--	--

Output 2.1: Community members are aware of non-violent conflict resolution mechanisms and rights of displaced persons.	Number of community peace-building events held.	Approximately 30 peace-building events held in 2010 and 2011.	20.	Local peace committee reports.	Emergency and Post Crisis Unit.
	Number of Information, Education, and Communication materials produced and distributed.	Approximately 30,000 posters, t-shirts, billboards, leaflets, etc. produced and distributed in 2008 and 2011.	20,000.	Local peace committee reports.	
Percentage of community members aware of non-violence conflict resolution mechanisms and rights of displaced persons.	To be established in pre-campaign survey.	30%, disaggregated by sex and age.	Survey data.	Office for the Coordination of Humanitarian Affairs statistics.	Office for the Coordination of Humanitarian Affairs statistics.
<b>Objective 5: Contribute to emergency preparedness and response.</b>					
Outcome 1: National and international communities responsive to beneficiary needs in event of man-made or natural humanitarian crises or disasters.	Number of consolidated emergency appeals launched.	Not applicable.	As appropriate in response to need.	Office for the Coordination of Humanitarian Affairs statistics.	Emergency and Post Crisis Unit.
Proportion of beneficiaries in need assisted in event of emergency, disaster, or humanitarian crisis.	Percentage funding of emergency appeals.	Not applicable.	100%.	Office for the Coordination of Humanitarian Affairs statistics.	Office for the Coordination of Humanitarian Affairs statistics.

Outcome 2: National and international agencies respond rapidly and effectively to man-made or natural humanitarian crises or disasters.	Number of agencies participating in coordination mechanisms in response to the humanitarian crisis or disaster.	Not applicable.	As appropriate in response to need.	Office for the Coordination of Humanitarian Affairs statistics.	Emergency and Post Crisis Unit.
	Number of coordination meetings held.	Not applicable.	As appropriate in response to need.	Office for the Coordination of Humanitarian Affairs statistics.	
	Number of qualified staff deployed in timely manner (targeting 50% men and 50% women).	Not applicable.	As appropriate in response to need.	Office for the Coordination of Humanitarian Affairs statistics.	
	Number of migrants provided with emergency transportation, non-food items, primary health care, and psychosocial assistance.	Not applicable.	As appropriate in response to need, disaggregated by sex and age.	Database statistics.	
	Number of non-food items distributed.	Not applicable.	As appropriate in response to need.	Distribution lists.	
<b>Outputs</b>					
Output 1.1: Interventions responding to migrant needs included in emergency consolidated appeals.	Number of proposed projects responding to migrant needs included in consolidated appeals.	Not applicable.	As appropriate in response to need.	Appeal documents.	Emergency and Post Crisis Unit.
	Proportion of beneficiaries in need covered by the consolidated appeals.	Not applicable.	100%.	Office for the Coordination of Humanitarian Affairs statistics and appeal documents.	

Output 1.2: Reliable migration data available to partners and donors and contributes to appropriate responses to the crisis.	Number of migrants registered in database. Number of bulletins and reports issued.	Not applicable. Not applicable.	As appropriate and in response to need. As appropriate and in response to need.	Database statistics. Copies of bulletins and reports.	Emergency and Post Crisis Unit.
Output 2.1: National and international agencies have necessary knowledge, skills, and tools to respond effectively to crises.	Number of staff trained on emergency preparedness and response (targeting 50% men and 50% women). Number of staff scoring 70% or more on post-training knowledge assessments. Map of partners and service providers in place.	— Not applicable. No.	15 IOM and 50 external staff, disaggregated by sex. 70%, disaggregated by sex. Yes,	Workshop reports and participant lists. Pre and post training knowledge assessments. Digital copy of mapping.	Emergency and Post Crisis Unit.
Output 2.2: Non-food items purchased and pre-positioned.	Number and type of non-food items purchased. Non-food items responsive to specific needs of infants, children, men, and women pre-positioned. Proportion of identified high-risk areas to which pre-positioned supplies can be rapidly deployed in the event of a man-made or natural humanitarian crisis or disaster.	— Not applicable. —	20,000. Yes, 50%.	Non-food items purchase lists. Needs assessment report, list of pre-positioned non-food items. Map of pre-positioning coverage.	Emergency and Post Crisis Unit.

Output 2.3: Contingency plans and standard operating procedures for deployment of a rapid response team, transport, logistics, non-food items distribution, and provision of primary health care and psychosocial assistance are in place.	Number of trained/qualified staff available for immediate deployment in roster (targeting 50% men and 50% women).	—	Seventy-five, disaggregated by sex and age.	Roster statistics.	Emergency and Post Crisis Unit.
	Standard operating procedures for rapid staff deployment in place.	No.	Yes.	Standard operating procedures document.	Agreement documents and project reports.
Number of emergency preparedness and response agreements in place.	Number of emergency preparedness agreements with United Nations Children's Fund and United Nations High Commission for Refugees in place.	Four.	United Nations Children's Fund and United Nations High Commission for Refugees in place.	Yes.	Standard operating procedures documents.
	Standard operating procedures for transport, logistics, and non-food items distribution in place.	No.	Yes.	Standard operating procedures document.	

Objective 6: Support migrants' equitable access to health care in Kenya.					
Outcomes					
Outcome 1: Migrants have access to health services in Kenya.	Proportion of migrants accessing services that they need.	To be determined at baseline.	50% of migrants accessing services they need, disaggregated by sex and age.	Pre and post intervention surveys.	Migration Health Unit.
Outcome 2: Health services in Kenya are appropriate and acceptable to migrants.	Number of languages in which services can be provided (24 hours) in district level facilities in migrant-populated areas.	English and Kiswahili. Translation services available in Eastleigh.	English, Kiswahili, Somali, Oromo, and Amharic translation services available as appropriate.	Ministry of Health data.	Migration Health Unit.
Outputs					
Output 1.1: Migrants incorporated into the health services strategic plan from 2013-2017.	Strategic plan accepted by Parliament.	Not applicable.	Yes.	Media reports; records of parliamentary proceedings.	Migration Health Unit.
Output 1.2: Migrants are aware of their rights to health care and the means to claim their rights.	Percentage of migrants aware of their rights to health care and how to access services.	Not applicable.	40%, disaggregated by sex and age.	Pre and post campaign knowledge assessments.	Migration Health Unit.
Output 1.3: Adequately equipped and staffed health facilities in migrant-populated areas.	Number of migrant-populated areas served by health care facilities.  Health care facilities in migrant-populated areas adequately staffed and equipped.	One (3 clinics serving Eastleigh).  Care facilities inadequately equipped and staffed.	Two (Eastleigh and Mombasa).  Care facilities adequately equipped and staffed.	Ministry of Health data.  Pre and post intervention surveys.	Migration Health Unit.

<p><b>Output 2.1:</b> Health staff have the knowledge, skills and abilities to provide migrant-sensitive services.</p>	<p>Number of health staff in migrant-populated areas trained on migrant-sensitive service provision (targeting 50% men and 50% women).</p> <p>Number of government officials scoring 70% or more on post-training knowledge assessments.</p>	<p>—</p> <p>Not applicable.</p>	<p>100, disaggregated by sex.</p> <p>80%, disaggregated by sex.</p>	<p>Workshop reports and participant lists.</p>	<p>Migration Health Unit.</p>
<p><b>Output 2.2:</b> On-call system of translation services established.</p>	<p>Database of staff location and language skills developed.</p> <p>Roster of qualified and trained translators established (targeting 50% men, 50% women, and 20% youth).</p>	<p>No.</p>	<p>Yes.</p>	<p>Aggregate statistics from database.</p> <p>Roster statistics.</p>	<p>Migration Health Unit.</p>
<p><b>Output 2.3:</b> Migrants have access to pre-departure health assessments and treatments.</p>	<p>Number of pre-departure health assessments conducted.</p> <p>Number of migrants provided with treatment.</p>	<p>21,230 conducted in 2011.</p>	<p>40,000.</p>	<p>Clinic statistics.</p>	<p>Migration Health Unit.</p>

Objective 7: Contribute to Kenya's development through effective management of labour migration.					
Outcomes					
Outcome 1: Institutional frameworks to facilitate migrant contributions to development and to protect migrant rights in place.	Government development policies, funds, or programmes recognize and facilitate migration and development.	Draft Youth Labour Migration Sessional Paper and draft Labour Migration Policy both specifically address labour migration and development.	Formal adoption of the Youth Migration Sessional Paper and Labour Migration Policy.	Policy fund, and programme documents.	Project Development and Implementation Unit.
Outcome 2: Labour migration benefits migrants and their families and contributes to the development of Kenya.	Kenyan labour migrants protected from exploitation and abuse.	Kenyan labour migrants have limited knowledge of and access to protective services while abroad.	Kenyan migrants satisfied with protective services available while abroad, disaggregated by sex and age.	Migrant surveys.	Project Development and Implementation Unit.
Outputs					
Output 1.1: Government policy and decision makers sensitized on the rights of migrants and the role of migration in development.	Number of government policy and decision makers sensitized on need for improved frameworks (targeting 50% men and 50% women).	Approximately 30 in 2010 to 2011.	30, disaggregated by sex.	Project reports.	Public Information Unit.
	Number of public statements made by government policy and decision makers on the need for improved frameworks.	Approximately five.	10.	Media monitoring reports.	
Output 1.2: Labour migration recognized as a development strategy and incorporated into revised versions of Vision 2030.	Labour migration included in Vision 2030 as a development strategy.	No.	Yes.	Revised version of Vision 2030.	Project Development and Implementation Unit.

<p><b>Output 2.1: Kenyan labour migrants abroad are protected from exploitation and abuse.</b></p> <p>Proportion of trained outbound labour migrants aware of their rights and responsibilities, means of self-protection, and services available to them in the intended country of destination.</p>	<p>Approximately 2000 trained in 2010/2011.</p> <p>All outbound labour migrants (approximately 5,000 in 2012 and 2013) aware of rights, responsibilities, means of self-protection.</p>	<p>Migrant surveys.</p>	<p>Project Development and Implementation Unit.</p>
<p><b>Output 2.2: Transaction costs for remittances are reduced.</b></p>	<p>Transaction costs of remittances from top 5 remittance originating countries for which data is available (per transactions of 200 USD and 500 USD).</p>	<p>Average cost of remittances from/to</p> <ul style="list-style-type: none"> <li>• USA to Kenya, 200 USD: 7.58%,</li> <li>• USA to Kenya, 500 USD: 5.51 %,</li> <li>• United Arab Emirates to Kenya: no data,</li> <li>• United Kingdom to Kenya, 200 USD: 8.01%,</li> <li>• United Kingdom to Kenya: 5.97%,</li> <li>• Uganda to Kenya: no data,</li> <li>• Tanzania to Kenya, 200 USD: 21.99%, and</li> <li>• Tanzania to Kenya, 500 USD: 11.72%.</li> </ul>	<p>World Bank statistics.</p>





## International Organization for Migration (IOM)

17, route des Morillons CH-1211 Geneva 19, Switzerland

Tel: + 41 22 717 91 11 • Fax: + 41 22 798 61 50

E-mail: [hq@iom.int](mailto:hq@iom.int) • Internet: <http://www.iom.int>