IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

Counter-Trafficking (Prevention) Projects Review

IDF-Funded Projects 2008-2013

IOM Development Fund
August 2015

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I. EXECUTIVE SUMMARY

In 2015 the IOM Development Fund (IDF) launched a review of all completed counter-trafficking related projects funded from 2008 to 2013 in order to improve project development, implementation and related thematic programming. This counter-trafficking review was divided into two focus areas, **prevention** of trafficking and **protection** of victims. In total the counter-trafficking projects review requested information on 40 IDF projects, 19 focused on prevention and 21 focused on protection.

This report includes main trends of the **prevention** focused counter-trafficking projects' results. As one questionnaire was still pending at the time the data was compiled, 18 projects in total were analysed for the prevention review. The review was carried out as a 'rapid assessment', consisting of a desk review of the identified projects over a two month timeframe. In order to gather data for the report, a questionnaire was distributed to each IOM Mission responsible for the implementation of the reviewed projects. The questionnaire responses from the missions were then coded into quantitative indicators in order to carry out the analysis of project development, implementation, and thematic programming. This analysis was used to understand how projects can effectively use IDF funding to enhance the capability of governments and key stakeholders to counter migrant trafficking in the future.

The following is a list of key findings from this data:

- **Project Type:** Prevention focused projects were categorized into two groups based on their main objectives, Awareness Raising and Policy Development. Awareness Raising projects consisted of 56% of projects (10 of 18 projects), while Policy Development projects consisted of 44% of projects (8 of 18 projects).

- **Result Categories:** The two most common result categories were Training, which consisted of 32% of results (15 of 47 results), and Development of Policy Framework, which consisted of 21% of results (10 of 47 results).

- **Results Maintained, by Project Level:** Overall, 83% of all projects (15 of 18 projects) were able to maintain 67% or more of their individually reported results after the project ended.

- **Results Maintained, by Result Category:** Overall, 77% of results were maintained after projects ended (36 of 47 results).

    o The result category that had the best rate of maintaining results after projects ended was Development of Policy Framework. This result category had 100% of results maintained (10 of 10 results) and was the second most frequent result category overall (21%, 10 of 47 results).

    o The category that had the lowest rate of maintaining results was Guidance Manual/New Curriculum, which maintained 25% of results (1 of 4 results).

- **Type of Organization and Method Used to Maintain Results:** The most frequent organization type that maintained results was the government, which was reported 69% of the time (25 of 36 responses). The most common method used to maintain results was to hold meetings with government counterparts and stakeholders, consisting of 23% of the overall responses (13 of 56 responses).

- **Results Not Maintained:** Overall, 23% of results were not maintained after the project ended (11 of 47 results). The most frequent reason reported was lack of funding, which occurred 36% of the time (4 of 11 results). The second most frequent response was lack of capacity of the government to ensure the result was maintained, this occurred 27% of the time (3 of 11 results).

- **Main Challenges:** The most common challenges were related to the changing of government counterparts and lack of funding; both were 15% of responses (9 of 59 responses). Analysing by project type, Awareness Raising projects had the most difficulty with government counterparts (19%, 6 of 31 responses) and Policy Development projects had the most difficulty with lack of funding (14%, 4 of 28 responses).

- **Activities Not Achieved:** Only 33% of projects (6 of 18 projects) reported that some activities were not accomplished due to the challenges they experienced during the project. The three main reasons preventing these projects from realizing all activities were budget constraints, the current political situation, and technical issues restricting the amount of data that could be used/gathered.

- **Follow Up Activities:** Overall, 83% of projects (15 of 18 projects) reported that follow up activities occurred, which were enabled by the results produced through the IDF funded project.

- **Beneficiaries:** The most frequent beneficiary mentioned overall was the government, which was reported in 43% of the responses (45 of 105 responses).

- **Budget Allocation:** The average budget allocation for projects that maintained 100% of results (9 of 18 projects) was USD 116,094, while the average budget allocation for projects that maintained 67% of their results or less (9 of 18 projects) was USD 109,189.

From these findings the following key recommendations were made:

- **Sustainability Recommendations**
  1. Increase stakeholder involvement in all phases of project development and implementation
  2. Develop a platform for greater exchange with stakeholders and community members
  3. Meet with donors during project implementation
  4. Develop clear exit strategies and greater project follow up procedures
  5. Generate enhanced internal systems for tracking methods and follow up activities, as well incorporate tracking system developments into the IDF's recently developed 'Project Information and Management Application' (PRIMA).

- **Monitoring and Evaluation Recommendations**
  1. Implement regular monitoring and evaluation processes throughout the project framework
  2. Develop clearer definitions of monitoring and evaluation processes that are consistent between IDF processes, IOM Missions, and overall IOM strategic objectives
  3. Increase technical skills of staff for monitoring and evaluation
  4. Generate greater outreach to counterparts and beneficiaries
  5. Create a public database for IDF to showcase funded projects and serve as a resource for current projects to view for assistance in monitoring or evaluation processes

- **Overall Project Recommendations**
  1. Diversify project types for prevention focused counter-trafficking projects

2. Create a benchmark for maintaining results for future counter-trafficking and IDF reviews
3. Increase attention to result categories of Training, Guidance Manual/New Curriculum, and Assessment/Research on Current Situation to improve the rate of maintaining results
4. Promote greater collaboration between stakeholders to maintain results
5. Conduct further analysis of project and result budget allocations

II.   INTRODUCTION

1. Objective

The objective of this review is to gather and analyze information on counter-trafficking related projects funded by IDF between 2008 and 2013 that focus on the **prevention** of migrant trafficking. The final aim is to assess project development, implementation, and thematic programming in order to better understand how successful projects have been at maintaining the prevention focused results produced during the projects after funding has ended. The findings and recommendations from this review also intend to inform the broader IDF strategic perspective.

This review of prevention based projects is one part of a larger assessment that IDF is conducting on counter-trafficking related projects. The other section of this assessment is a review of counter-trafficking related projects that focus on protection of trafficking victims. Projects that focus on prevention, as opposed to protection, have different objectives, varied beneficiary groups, and an emphasis on a specific subset of stakeholders. Due to these these differences, IDF believes it is most useful to separate these projects into two reviews to fully understand how to best conduct counter-trafficking related projects to ensure the most effective project management and highest level of sustainability for future projects within each category.

2. Methodology

For the purpose of this review, the phrase 'counter-trafficking projects' refers to all IDF projects that were either primarily aimed at preventing trafficking of migrants or had one or more components within the project that sought to do so. The phrase referencing 'maintaining' results refers to how effective stakeholders have been at sustaining the utility of results produced during the project after the IDF funding has ended. This measurement is used to understand the effectiveness of the IDF funding, as the overall goal of IDF is to provide 'seed funding' for governments to enhance their capacity to handle migration management matters in the future.[1]

A qualitative database was developed in order to collect and categorize the data on counter-trafficking projects that were funded by the IDF from 2008-2013. This database draws information from an existing IDF project database and responses from a questionnaire sent to IOM Missions responsible for the implementation of the reviewed projects.

- **Project Type:** Projects were assessed based on the type of objectives and results outlined in project proposals, final reports, and responses in the questionnaire.

    1) Awareness Raising: Projects that focused on building the government and stakeholders' knowledge of trafficking prevention, bringing awareness to the issue, and enhancing the capacity of actors to prevent trafficking through training and guidance documents outlining best practices.

    2) Policy Development: Projects that focused on working with the government to develop and implement policy documents, legislation, and national plans regarding counter-trafficking.

- **Result Categories:** Only results reported in the questionnaire responses were reviewed for each project. When more information was needed about a reported result, the project proposal and

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[1] Source: http://mac.iom.int/developmentfund/about.htm

final report were reviewed. Results were reviewed and then separated into groups of similar topics.

1) Assessment/Research on Current Situation: Conduct a current assessment of the situation for migrants and research on key areas of interest for preventing trafficking within the specific area.

2) Awareness Campaign: Materials distributed and workshops conducted to ensure key government officials, stakeholders, and migrants are aware of prevention methods and prevalent risks.

3) Guidance Manual/New Curriculum Developed: Manuals, guides, and new curriculum are developed for counter-trafficking training and prevention methods.

4) Infrastructure: Enhanced systems in place and updated databases to process information on trafficking activities and statistics.

5) Development of Policy Framework: Policy documents and recommendations developed, updated, and implemented for new legislation and the national strategy.

6) Training: Training of government officials, law enforcement, and stakeholders on methods to prevent trafficking.

- **Type of Organizations Responsible for Maintaining Results:** Questionnaire responses were the sole indicator for this category. The type of organization and the number of different organizations involved were reviewed and categorized on a project level. This was done to better understand the makeup of stakeholders, whether it is one organization independently or multiple organizations working to maintain results after projects ended.

  1) Government; 2) intergovernmental organizations; 3) Government and intergovernmental organizations; 3) Government, intergovernmental organizations, law enforcement; 4) Government, intergovernmental, Non-Governmental Organisations (NGOs), Community leaders.

- **Type of Methods Used to Maintain Results:** Questionnaire responses were the sole indicator for this category. The methods used were counted by the number of times they appeared in a response; therefore the total number of methods counted is larger than the number of projects.

  1) Meetings with the government and stakeholders; 2) Technical tools still in use; 3) Training; 4) Awareness materials still distributed; 5) Strong Commitment from the government; 6) Stakeholders partake in drafting legislation; 7) Project findings presented; 8) Secure additional funding.

- **Categories for Reasons Why Results Were Not Maintained:** Questionnaire responses were the sole indicator for this category. This category was reviewed on a project level and the main reasons for results not being maintained were reviewed and categorized into similar groups.

  1) Lack of funding; 2) Lack of capacity to ensure result is maintained (e.g., mechanisms not in place for the government to ensure monitoring, or lack of policy framework to incorporate best practices); 3) Change in the government and its priorities; 4) Result is not endorsed by the government.

- **Type of Follow Up Activities:** Questionnaire responses were the sole indicator for this category. The activities were counted by the number of times they appeared in a response; therefore the total number of activities counted is larger than the number of projects.

    1) Follow up meetings and continued awareness; 2) Secure funding for follow up project; 3) Assist with new legislation; 4) Improved communication with government; 5) Findings published and shared; 6) Evaluation report shared with government.

- **Beneficiaries Categories:** Questionnaire responses were the sole indicator for this category. The beneficiaries were counted by the number of times they appeared in a response; therefore the total number of beneficiaries counted is larger than the number of projects.

    1) Government; 2) NGO; 3) Migrant; 4) Civil Society; 5) Student; 6) Law Enforcement; 7) Media; 8) Academia; 9) Intergovernmental Organization (e.g., UN, IOM); 10) Donor

3. Limitations

The present report is the product of an internal review, which was carried out over a two-month period.

Due to the varying funding years of the projects, some IOM Missions noted difficulty obtaining information on projects that dated back to earlier years as the original staff members responsible for those projects were unavailable.

Although the report constitutes an informal assessment rather than a formal evaluation, the trends and findings identified through this review can be considered statistically thorough and offer a precise overview on prevention focused counter-trafficking project results for IDF-funded projects.

The report can also be considered a source for practical recommendations not only on potential adaptive measures to be taken for the development and implementation of similar projects, but also to inform organizational approach and priorities as identified in the IDF's funding strategy.

III.   KEY FINDINGS

1. Statistical Overview

- **Funding Lines:** The projects categorized by funding line show that 61%[2] are Line 1[3] and 39% are Line 2.

- **Total Allocation:** The total budget allocation for all 18 projects is USD 2,027,543. The average budget allocation is USD 112,641 and the median is USD 100,000.

- **Average Length:** The average length of projects is 17.7 months, with a median of 15.5 months. The maximum length is 48 months and the minimum is 3 months.

- **Project Category:** The following table reflects the number of projects according to their specific categories.

Table 1. Project Categories

Project Categories	Number of Projects (%)
Awareness Raising	10 (56%)
Policy Development	8 (44%)
Total	**18 (100%)**

- **Result Category:** The following table reflects the number of projects according to their specific categories.

Table 2. Result Category

Result Category	Number of Results (%)
Training	15 (32%)
Development of Policy Framework	10 (21%)
Assessment/Research on Current Situation	7 (15%)
Awareness Campaign	7 (15%)
Guidance Manual/New Curriculum Developed	4 (9%)
Infrastructure	4 (9%)
Total	**47 (100%)**

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[2] All percents reported are rounded to the nearest whole number.
[3] For Line 1, all eligible Members States may apply for IDF funding and/or benefit from funded projects, whereas for Line 2, all eligible Member States not subject to Article 4 of the IOM Constitution may apply for funding and/or benefit from funded projects.

- **Thematic Area:** The following table reflects the number of projects according to their specific Thematic Area.

Table 3. Thematic Area

Thematic Area	Number of Projects (%)
CT (Counter-trafficking)	13 (72%)
LM (Labour Migration)	3 (17%)
IM (Human Rights)	1 (6%)
RT (Return)	1 (6%)
Total	**18 (100%)**

- **Funding Year:** The following table reflects the number of projects according to their specific Funding Year.

Table 4. Funding Year

Funding Year	Number of Projects (%)
2008	7 (39%)
2009	2 (11%)
2010	2 (11%)
2011	2 (11%)
2012	1 (6%)
2013	4 (22%)
Total	**18 (100%)**

- **Regional Focus:** The following table reflects the number of projects according to their specific geographical scope and region.

Table 5. Geographical Scope

Geographical Scope	Number of Projects (%)
National	13 (72%)
Regional	5 (28%)
Total	**18 (100%)**

Table 6. Geographical Region

Geographical Region	Number of Projects (%)
Americas and the Caribbean	6 (33%)
Africa	4 (22%)
Asia	3 (17%)
Europe	3 (17%)
Middle East	1 (6%)
Multi-Regional	1 (6%)
Total	**18 (100%)**

2. Main Trends

- **Project Type:** Projects categorized as *Awareness Raising* made up 56% of projects (10 of 18 projects), while projects categorized as *Policy Development* made up 44% of projects (8 of 18 projects).

- **Result Categories:** The two most common result categories were Training, which consisted of 32% of results (15 of 47 results), and Development of Policy Framework, which consisted of 21% of results (10 of 47 results).

- **Results Maintained, by Project Level:** Overall, 83% of projects (15 of 18 projects) were able to maintain 67% or more of their individually reported results after the project ended. Given this finding, IDF can say that its resources have been **moderately** successful in achieving its set goals. This percentage will serve as a benchmark for future comparisons.

  - By project type, *Policy Development* projects did better at maintaining individual results within each project than *Awareness Raising* projects. For *Policy Development* projects, 88% of projects (7 of 8 projects) maintained 67% or more of their individual results. For *Awareness Raising* projects, 80% of projects (8 of 10 projects) maintained 67% or more of their individual results.

- **Results Maintained, by Result Category:** Overall, 77% of reported results were sustained after projects ended (36 of 47 result maintained).

  - The result category that had the best rate of maintaining results after projects ended was Development of Policy Framework. This category maintained 100% of results (10 of 10 results) after the project ended and was the second most frequent result category (21%, 10 of 47 results). The only other category that also maintained 100% of results was Infrastructure, but these results accounted for only 9% of all results (4 of 47 results).

  - The result category that had the lowest rate of maintaining results was Guidance Manual/New Curriculum, which maintained 25% of results (1 of 4 results).

  - The category of Training was the most frequent result observed, however this category had the greatest number of results in the maintained group and not maintained group of results. Training results made up 31% of the maintained results (11 of 36 results) and 36% of the not maintained results (4 of 11).

  - *Policy Development* projects did better at maintaining results as 82% of results (18 of 22 results) were maintained. *Awareness Raising* projects maintained 72% of results (18 of 25 results).

- **Type of Organization that Maintained Results:** The most frequent organization type that maintained results was the government, which was reported 69% of the time (25 of 36 responses), followed by inter-government organizations, such as the IOM or UN, which made up 14% of responses (5 of 36 responses).

- **Methods Used to Maintain Results:** The most common method was to hold meetings with government counterparts and stakeholders, consisting of 23% of the overall responses (13 of 56 responses).

- **Results Not Maintained:** Overall, 23% of results were not maintained after the project ended (11 of 47 results). The most frequent reason reported for results not being maintained was lack of funding, which was reported 36% of the time (4 of 11 results). The second most frequent response was lack of government capacity to ensure the result was maintained, this occurred 27% of the time (3 of 11 results). These reasons follow a similar trend to the overall challenges during the project implementation phase outlined below. The similarity between trends shows that there is a strong connection between the types of challenges that arise during the project implementation phase and the ability of projects to sustain results after the project has ended.

- **Main Challenges:** In total, the most common challenges were changing government counterparts and lack of funding, both were 15% of responses (9 of 59).

  o Analysing by project type, *Awareness Raising* projects had the most difficulty with government counterparts (19%, 6 of 31) and *Policy Development* projects had the most difficulty with lack of funding (14%, 4 of 28).

- **Activities Not Achieved:** Only 33% of projects (6 of 18 projects) reported that some activities were not accomplished. The three main reasons preventing these projects from realizing activities were budget constraints, the current political situation, and technical issues restricting the amount of data that could be used/gathered.

- **Follow Up Activities**: Overall, 83% (15 of 18 projects) reported that follow up activities occurred, which were enabled by the results produced through the IDF funded project.

  o *Awareness Raising* projects did better than *Policy Development* projects, as 90% (9 out 10 projects) of *Awareness Raising* projects reported a follow up activity whereas 75% (6 of 8 projects) of *Policy Development* projects reported a follow up activity.

- **Beneficiaries:** The most frequent beneficiary mentioned overall was the government, which was reported in 43% of the responses (45 of 105 entries). The next most frequent entries were NGOs (14%, 15 of 105 entries), migrants (11%, 12 of 105 entries), and civil society organizations (8%, 8 of 105 entries).

- **Budget Allocation:** The total budget allocation for all 18 projects is USD 2,027,543. The average budget allocation is USD 112,641 (Median, USD 100,000).

  o Projects that maintained 100% of their individual results had a higher average budget allocation than projects that maintained 67% or less of their individual results. The average budget allocation for projects that maintained 100% of results (9 of 18 projects) was USD 116,094 (Median, USD 100,000), while the average budget allocation for projects that maintained 67% of their results or less (9 of 18 projects) was USD 109,189 (Median, USD 100,000).

3. Data Analysis

A. Project Category

Of the 18 projects reviewed, 56% of the projects (10 of 18 projects) were categorized as *Awareness Raising* and 44% of projects (8 of 18) were categorized as *Policy Development*.
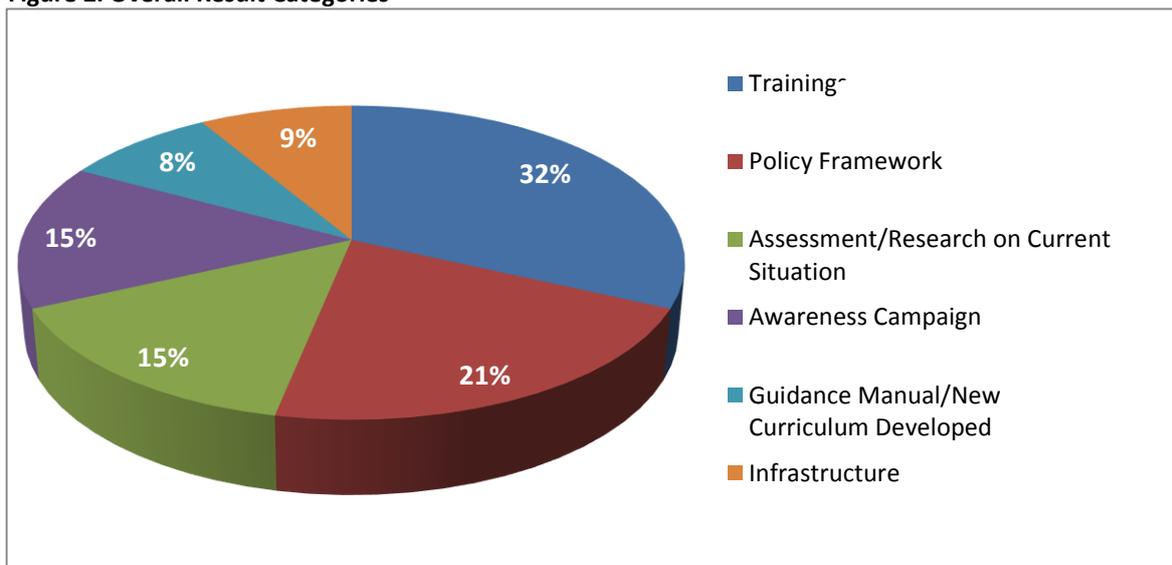
Figure 1. Projects by Project Type
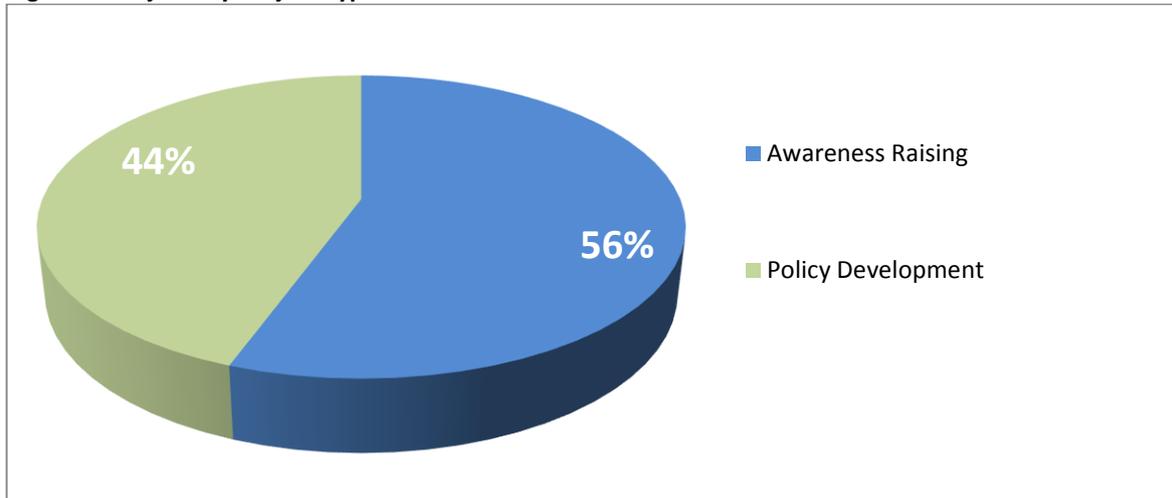
B. Result Category

There were 47 results analysed and the two most common result categories were Training, which consisted of 32% of results (15 of 47 results), and Development of Policy Framework, which consisted of 21% of results (10 of 47 results).

Figure 2. Overall Result Categories

The results were relatively evenly distributed between the *Awareness Raising* and *Policy Development* projects. *Awareness Raising* consisted of 25 results, equalling 53% of the total, while *Policy Development* consisted of 22 results, equalling 47% of the total.

Under *Awareness Raising* the most frequent result category was Training, which occurred 40% of the time (10 of 25 results). The most common category for *Policy Development* was Development of Policy Framework, which occurred 41% of the time (9 of 22 results).

Figure 3. Proportion of Results Categories within each Project Type
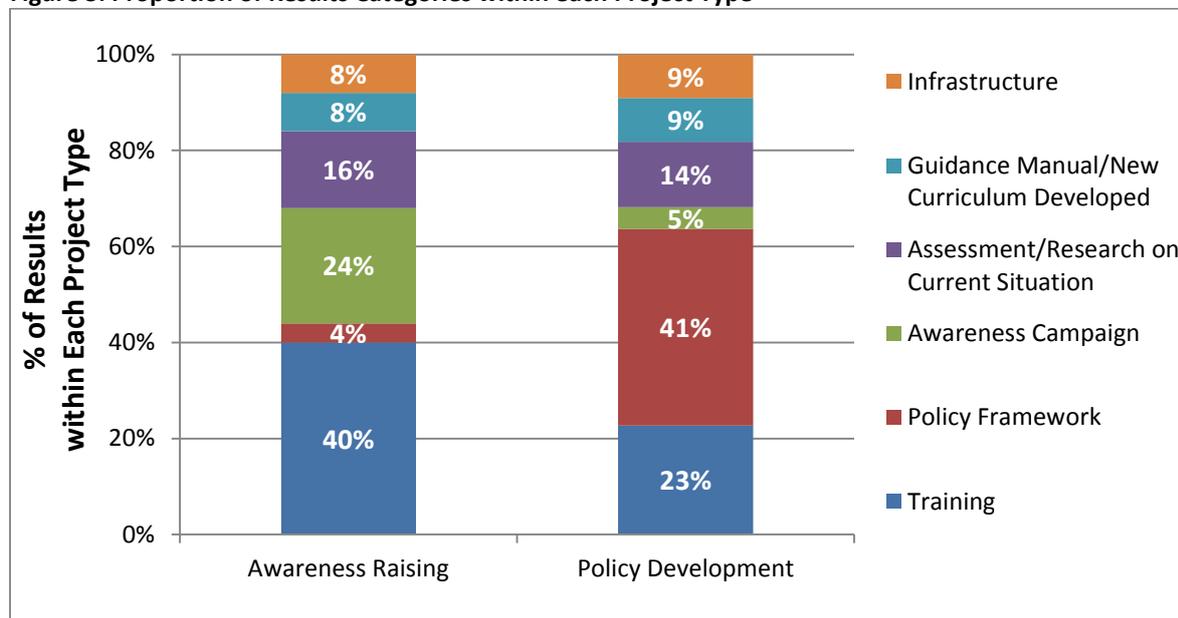
C. Maintained Results by Project and Result Levels

The main objective of this review is to understand how prevention projects relating to counter trafficking can effectively use the IDF funding to build up knowledge, policies, and systems for governments to enhance their ability to counter migrant trafficking in the future. In order to understand how effective this funding was, IDF reviewed if projects were able to maintain the results set forth by the project after the funding had ended.

The number of results reported varied depending on the specific project and information the IOM Mission was able to obtain. It was noted that there was some difficulty locating substantial information on results for projects of earlier years, therefore some IOM Missions only reported on one or two results per project.

Overall, 67% of projects (12 of 18 projects) reported three results, 28% of projects (5 of 18 projects) reported two results, and 6% of projects (1 of 18 projects) reported only one result.

i. Maintained Results by Project Level

Analysing from a project level, 50% (9 of 18 projects) reported that all results were maintained. *Policy Development* project types did slightly better at maintaining 100% of the results reported than *Awareness Raising* projects. *Policy Development* projects maintained all results for 63% of projects (5 of 8 projects), while *Awareness Raising* projects maintained all results for 40% of projects (4 of 10 projects).

**Figure 4. Proportion of Projects that Maintained Results, by Project Type and Total**

Projects that reported zero results maintained consisted of 11% of all projects (2 of 18 projects). Both of these projects were from 2008 and had a regional focus, therefore it may have been difficult to track information on the results at this point. One of the projects reported only one result and the reason it was not maintained was because of changing priorities of the government. The other project reported two results and the reason they were not maintained was due to lack of funding.

One project reported that only one result was maintained after the project ended (6%, 1 of 18 projects). This project was from 2008 as well, which may have affected the amount of information available on the project. The project reported three results, but two were not maintained due to lack of government support and capacity to maintain the results.

Overall, 83% of projects (15 of 18 projects) were able to maintain 67% or more of their reported results. There was little variation between project types, as *Awareness Raising* projects had 80% of projects (8 of 10 projects) maintaining 67% or more of the reported results and *Policy Development* had 88% of projects (7 of 8 projects) maintaining over 67% or more of the reported results.

Figure 5. Proportion of Projects that Maintained 67% of Results or Greater vs Projects that Maintained Less than 67% of Results, by Project Type and Total
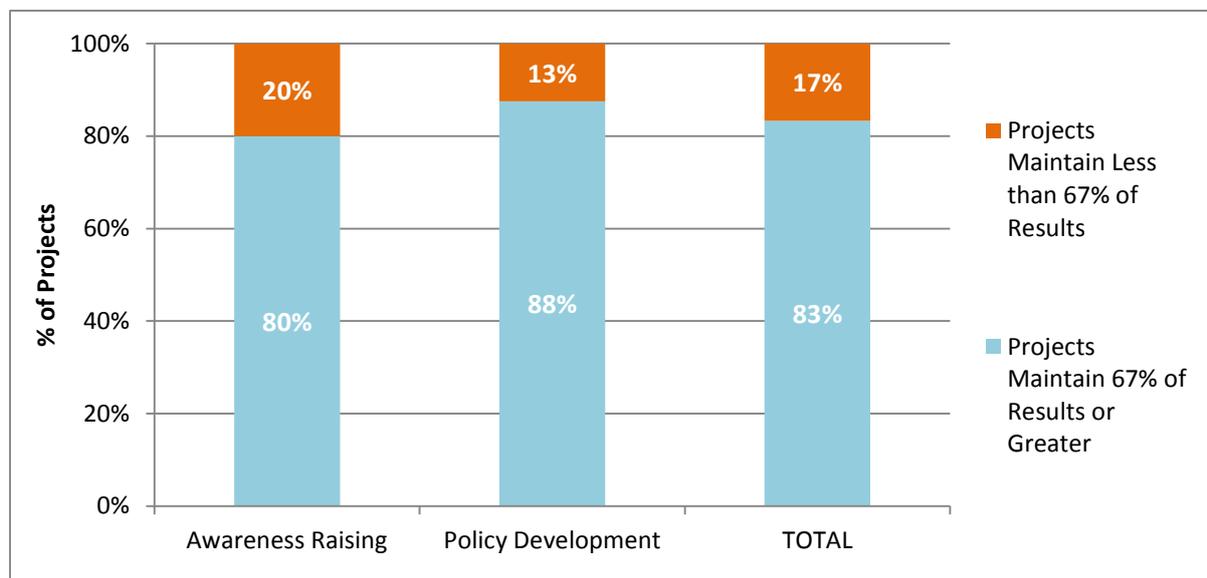
ii. Results Maintained by Result Category

Analysing the information on an result type level, 77% of results (36 of 47 results) maintained and 23% of results (11 of 47 results) were not maintained.

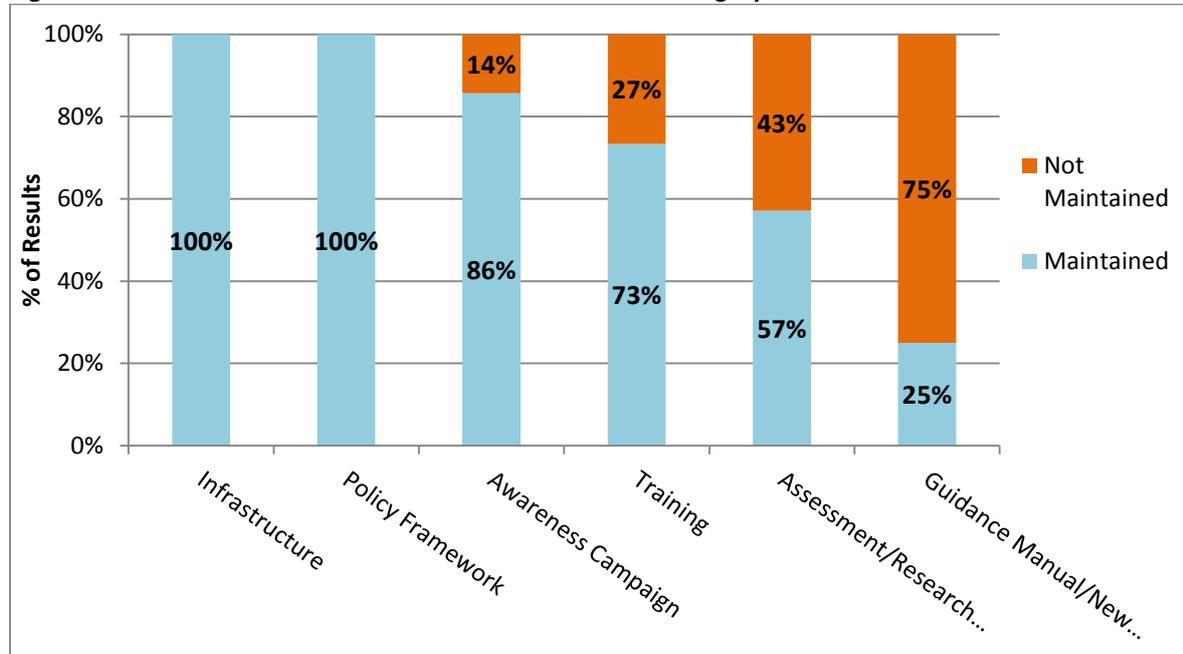**Figure 6. Maintained Results vs. Not Maintained Results**
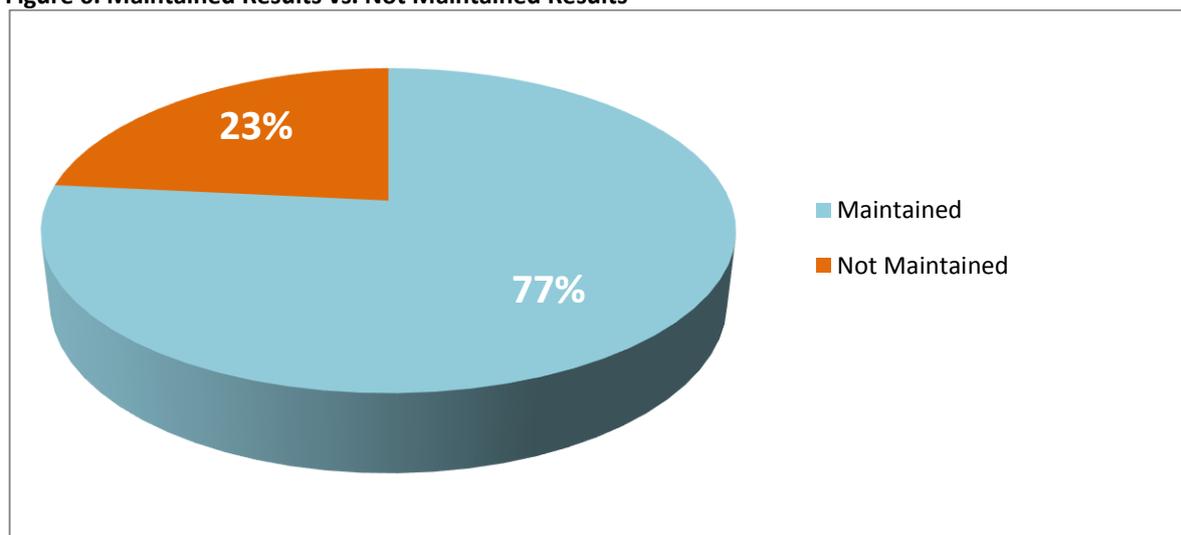
The categories that had 100% of results maintained were Infrastructure and Development of Policy Framework. Development of Policy Framework had the second highest occurrence rate consisting of

21% of all results (10 of 47 results), whereas Infrastructure was one of the least occurring results consisting of 9% of all results (4 of 47 results).

The result that had the lowest percent of maintained results was Guidance Manual/New Curriculum, which maintained 25% of results (1 of 4 results). The second lowest was Assessment/Research on Current Situation, which maintained 57% of all results (4 of 7 results).

**Figure 7. Percent of Results Maintained within Each Result Category**

Although Training occurred as the most frequent result overall, these results also occurred the most within both maintained and not maintained result groups. Training results that were maintained made up 31% of all maintained results (11 of 36 results). Similarly, Training results that were not maintained made up 36% of all not maintained results (4 of 11 results). Furthermore, analysing how well results were maintained within each category, Training ranked fourth out of six categories, maintaining 73% of its results (11 of 15 training results).

Figure 8. Proportion of Result Categories within Maintained and Not Maintained Categories
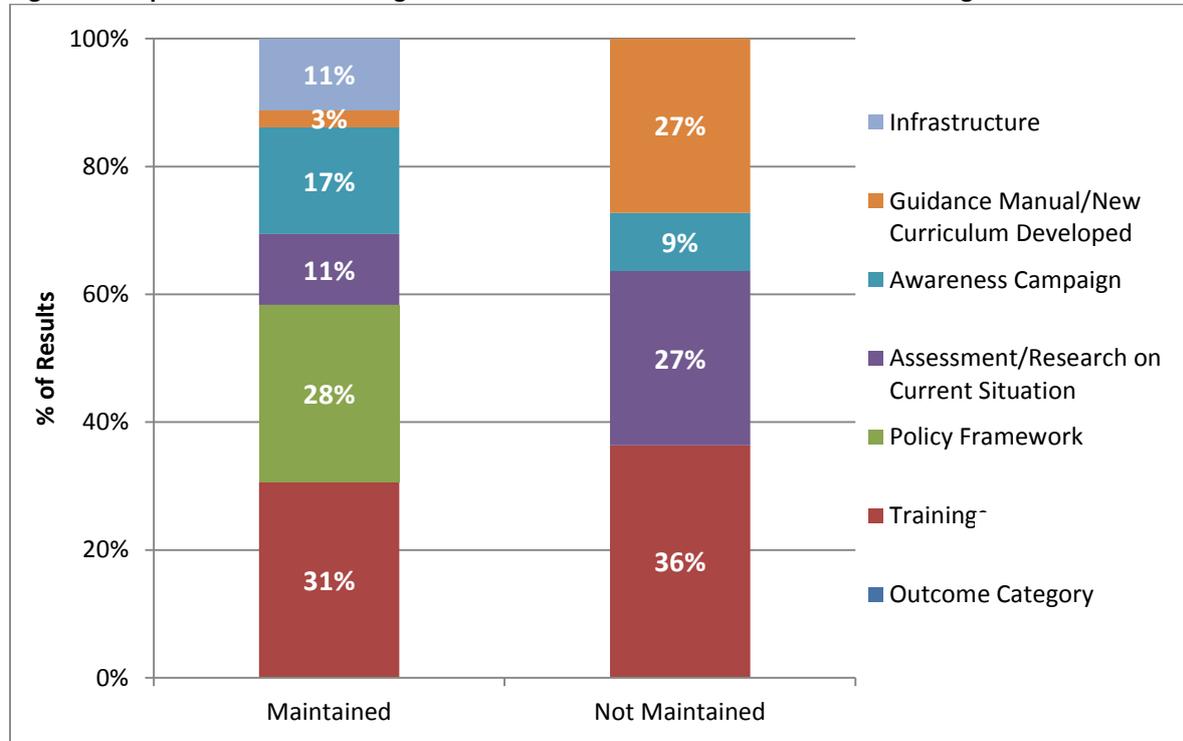
Project type showed slight variation in regards to the ability of the project to maintain results. *Policy Development* projects did better at maintaining results as 82% of results (18 of 22 results) were maintained. *Awareness Raising* projects maintained 72% of results (18 of 25 results).

**Figure 9. Results Maintained vs. Not Maintained, by Project Type**
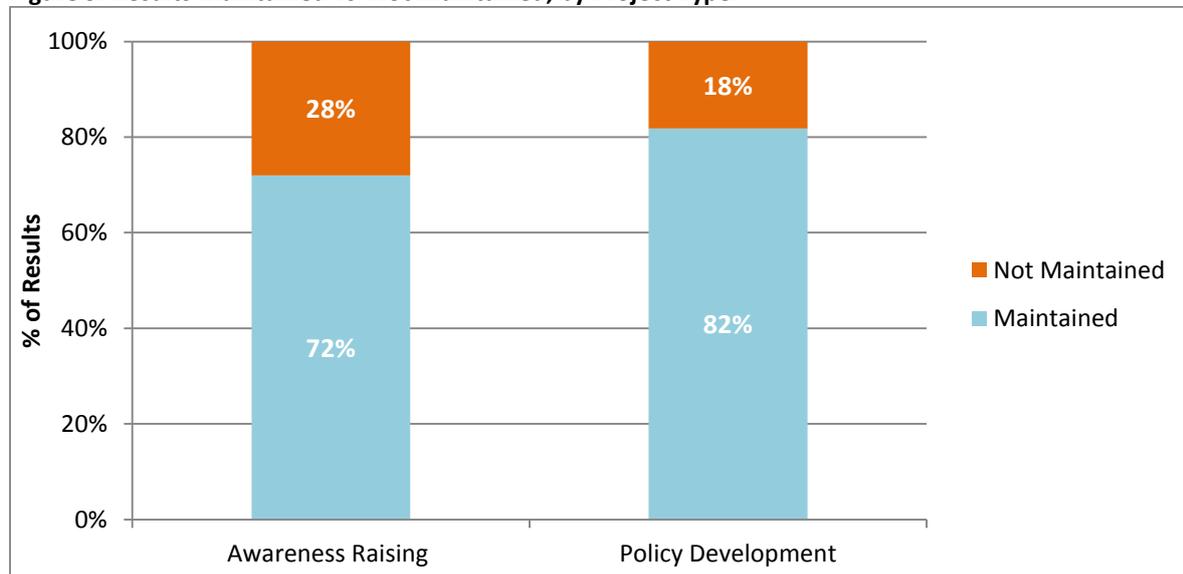
For *Awareness Raising* projects, the categories that had the most and least maintained results are similar to the overall result breakout. Development of Policy Framework and Infrastructure were both maintained 100% of the time, but consisted of one and two results, respectively. Assessments/Research on Current Situation had the least maintained results, equalling 25% of result maintained (1 of 4 results). The category of Awareness Campaigns did well under *Awareness Raising* project type and consisted of a relatively large portion of the results, as seen by 83% of results being maintained (5 of 6 results).

Figure 10. Proportion of Results Maintained within Categories, by Awareness Raising Projects
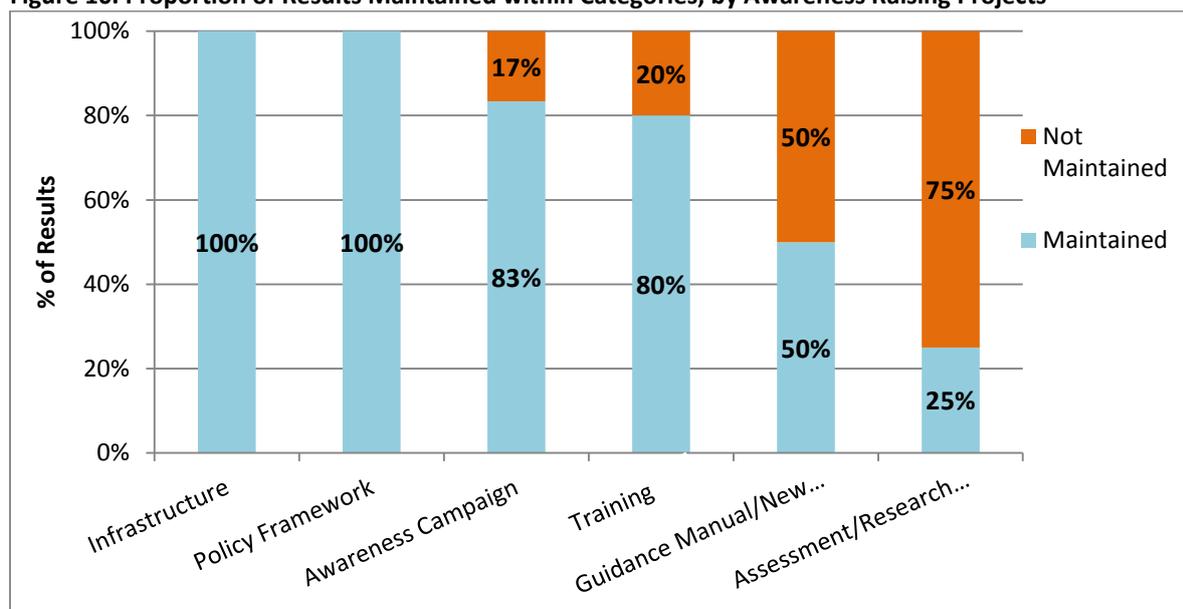
For *Policy Development* projects, the most maintained categories were Assessment/Research on Current Situation, Awareness Campaigns, Infrastructure, and Development of Policy Framework, which all had 100% of results maintained. Since Assessment/Research on Current Situation, Awareness Campaigns, Infrastructure all consisted of few results (3,1, 2 respectively), Policy Framework did the best under the *Policy Development* project type due to maintaining all nine results in this category. The lowest rate of maintaining results was in Guidance Manual/New Curriculum Developed, which maintained 0% of results in this project type (0 of 2 results). The next lowest was with Training, which maintained 60% of results in this project type (3 of 5 results).

Figure 11. Proportion of Results Maintained within each Category, by Policy Development Projects
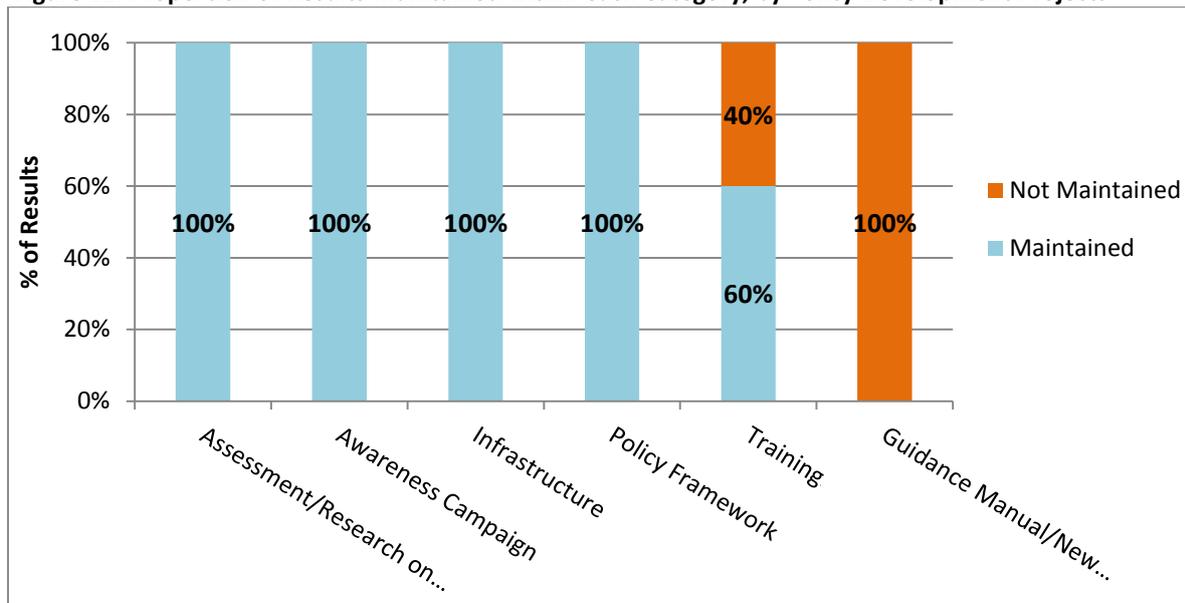
D. Organization Type that Maintained Results

Of the 36 results that were maintained, the most frequent organization type that maintained the result was the government, which was reported 69% of the time (25 of 36 responses). This was true when analysing the responses based on *Awareness Raising* projects (61% government) and *Policy Development* projects (78% government).

The second most reported organization type to maintain results was inter-governmental organizations, such as the IOM or UN, which made of 14% of responses (5 of 36 responses).

Only 6% (2 of 36 results) of results were reported to have stakeholders outside of the government and inter-governmental organizations also assisting with maintaining results. This indicates that projects are reaching their intended aim of assisting the government, but to increase the rate of results maintained, it could prove useful to bring in other stakeholders for a more diverse set of actors invested in continued use of the result.

Figure 12. Type of Organizations that Maintained Results, by Project Type and Total
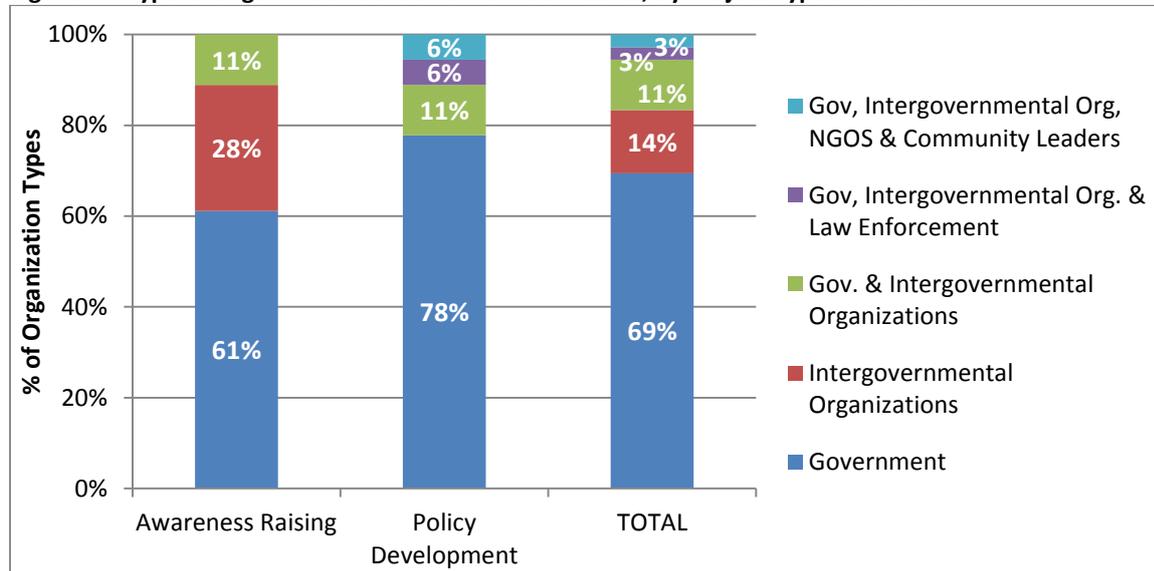
## E. Methods Used to Maintain Results

To further assess the results that were maintained, IOM Missions were asked to report on the specific methods used to maintain these results. The total number of methods is larger than the number of results maintained as some reports mentioned multiple methods. In total, 56 individual methods were recorded and categorized into eight methods. The most common method overall was to hold meetings with government counterparts and stakeholders, consisting of 23% of the overall responses (13 of 56 responses). These meetings were ways to continue to engage stakeholders after the project ended, to continue advocacy, and working with the government to further develop policy documents.

The second most frequent method involved the continued use of technical tools developed during the project, which consisted of 20% responses (11 of 56 responses). This category consisted of new tools, policy document, and curriculum for the stakeholders to benefit from. Training and Awareness categories followed, with 18% (10 of 56 responses) and 14% (8 of 56 responses) respectively.

Analysing the categories by project type, *Policy Development* projects focused more heavily on meetings with the government and stakeholders (34%, 11 of 32 responses), which was the project type's largest category. The next most occurring categories for *Policy Development* were Awareness materials being distributed (16%, 5 of 32 responses) and Training (13%, 4 of 32 responses).

Awareness Raising projects reported that the most common method used was continued use of technical tools developed during the project (33%, 8 of 24 responses). The next category used to maintain results was Training (25%, 6 of 24 responses). The continued use of Awareness Materials and strong commitment from the government to carry out the result after the project had ended occurred 13% in *Awareness Raising* projects (3 of 24 responses).

Figure 13. Methods used to Maintain Results, by Project Type and Total
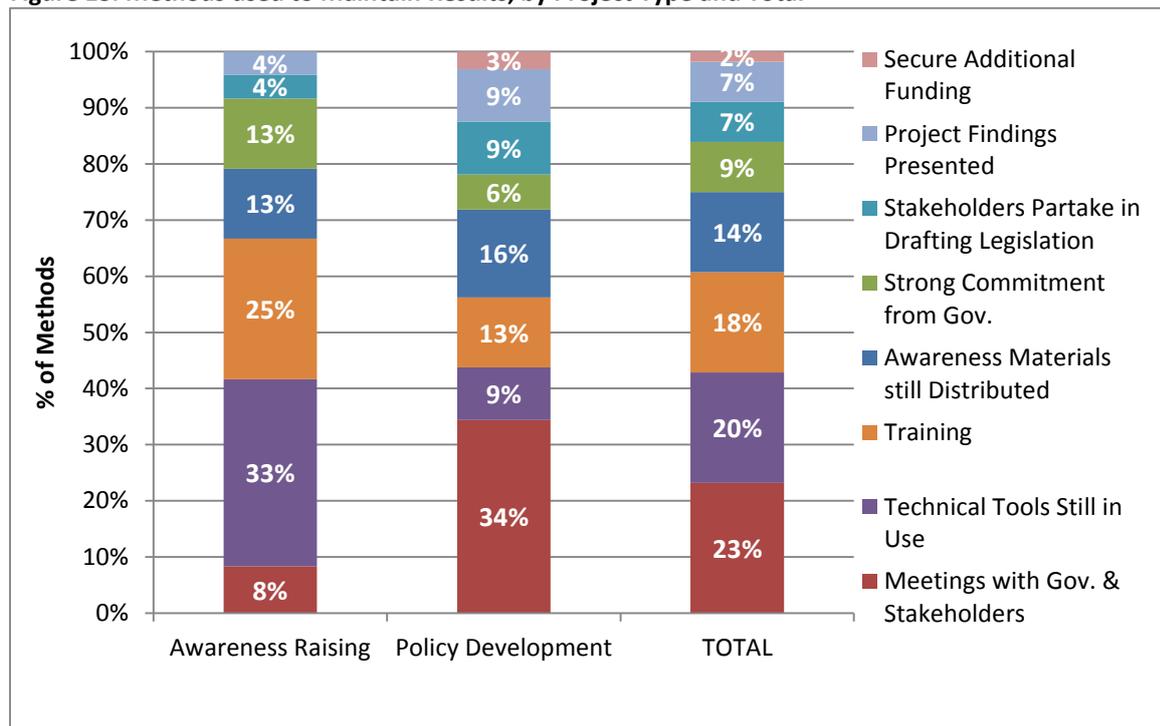

F. Results Not Maintained

Of the 11 results not maintained after the project ended, the most frequent reason noted was lack of funding which was reported 36% of the time (4 of 11). The second most frequent response was lack of capacity of the government to ensure the result was maintained, this occurred 27% of the time (3 of 11). These cases highlight a lack of policy framework and mechanisms in place to ensure continued follow up of results related to assessments, guidance documents, and training.

Awareness projects had a greater number of results not maintained than *Policy Development* projects. *Awareness Raising* projects had 64% (7 of 11 results) of the 'not maintained results', while *Policy Development* projects had 36% (4 of 11 results) of 'not maintained results'.

For *Awareness Raising* projects, the most frequent reason for results not maintained is Lack of Funding (43%, 3 of 7), followed by Lack of Capacity to Ensure Followed Up (29%, 2 of 7). Analysing the data by *Awareness Raising* and then result category, most results that are not maintained are either in Assessment/Research on Current Situation (43% of results, 3 of 7) or Training (29%, 2 of 7).

For *Policy Development* projects, the reason results were not maintained was evenly split over Lack of Funding, Change in Government and Priorities, Lack of Capacity to Ensure Follow Up, and No Endorsement by the Government. Analysing the data by *Policy Development* and then result category, most results that were not maintained were Guidance Manual/New Curriculum (50%, 2 of 4 results) or Training (50%, 2 of 4 results).

Figure 14. Reasons Why Results were Not Maintained, by Project Type and Total
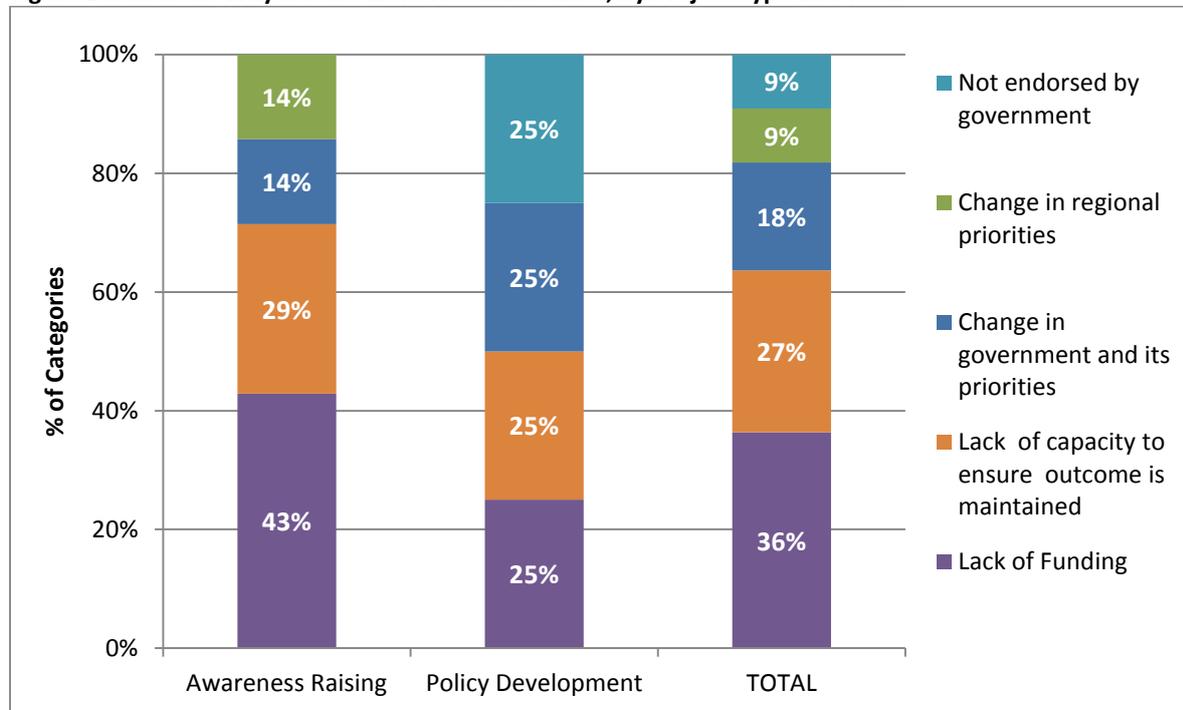
G. Key Challenges During Project Implementation

There were 64 total responses from all 18 projects based on the common implementation categories outlined in the questionnaire. The most common challenges were Changing Government Counterparts and Lack of Funding, both accounted for 15% of responses (9 of 59).

Figure 15. Main Challenges Across All Projects
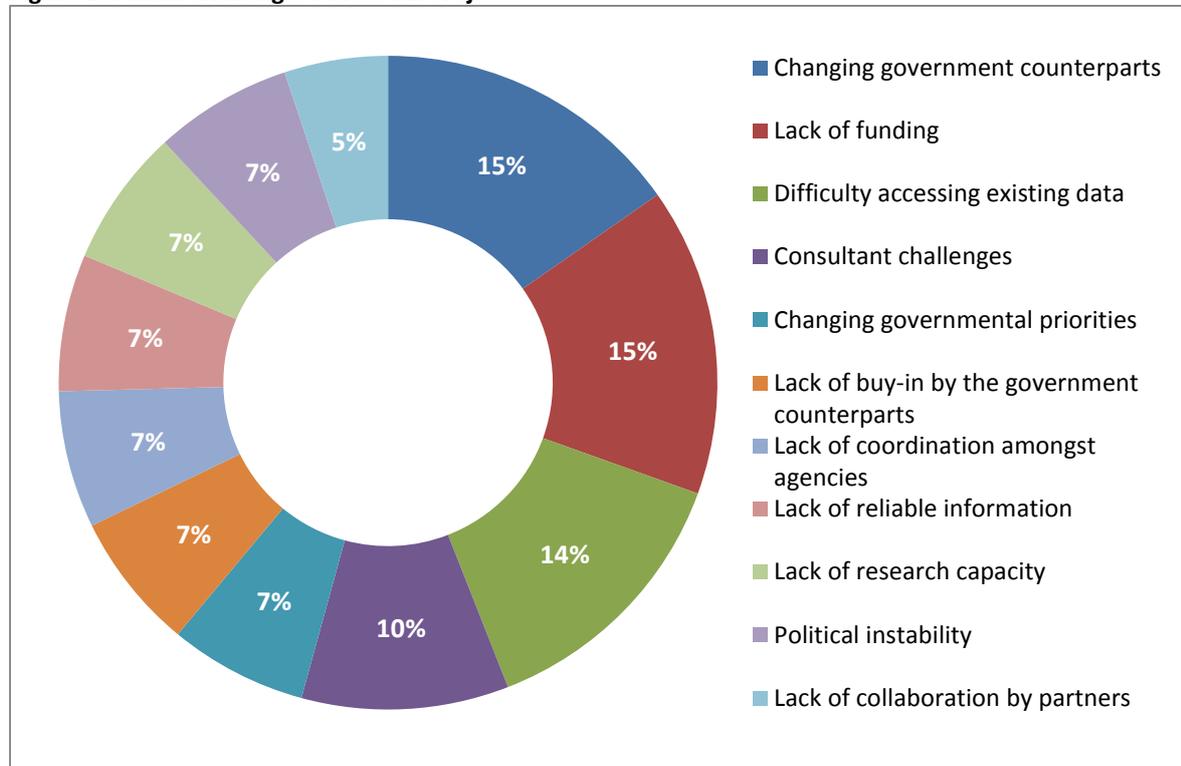
Analysing the nine projects that maintained 100% of reported results, the two main challenges were the same as the overall challenges; funding and changing government counterparts (14%, 5 of 37 responses). Looking at the three projects that maintained 33% or less of their reported results, the two most frequent challenges were Lack of Funding and Difficultly Accessing Existing Data (both 22%, 2 of 9).

Analysing by project type, *Awareness Raising* projects had the most difficulty due to Changing Government Counterparts (19%, 6 of 31) and *Policy Development* projects had the most difficulty due to Lack of Funding (14%, 4 of 28).

Figure 16. Top Seven Challenges by Project Type
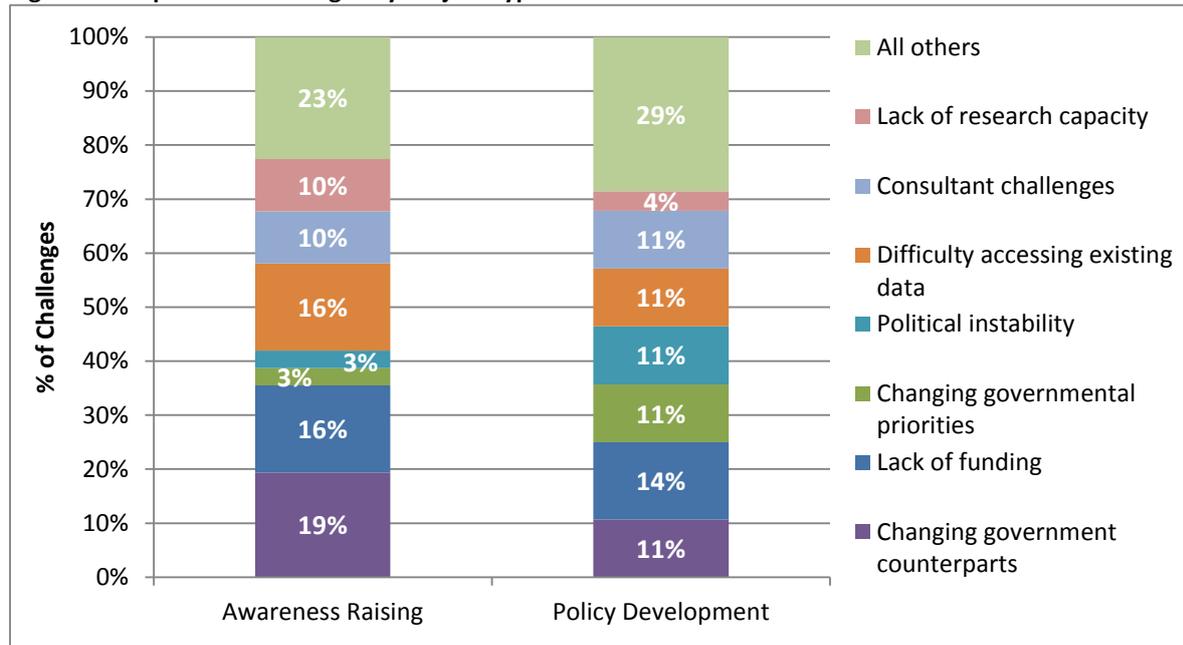
In addition, many projects noted additional challenges, such as too short a timeframe, difficulty engaging the media, prolonged review process, lack of centralized information, and a project with a similar objective already occurring.

Despite these challenges, most projects reported that all activities were able to be accomplished. Some noted delays because of the challenges, but that activities were carried out to completion. Overall, only 33% of projects (6 of 18) reported that some activities were not accomplished. The three main reasons preventing these projects from realizing activities were budget constraints, the current political situation, and technical issues restricting the amount of data that could be used/gathered. Of the six projects that had activities not realized, 67% (4 projects) were *Awareness Raising* projects and 33% (2 projects) were *Policy Development*.

Figure 17. Proportion of Projects that had Activities Not Achieved due Challenges
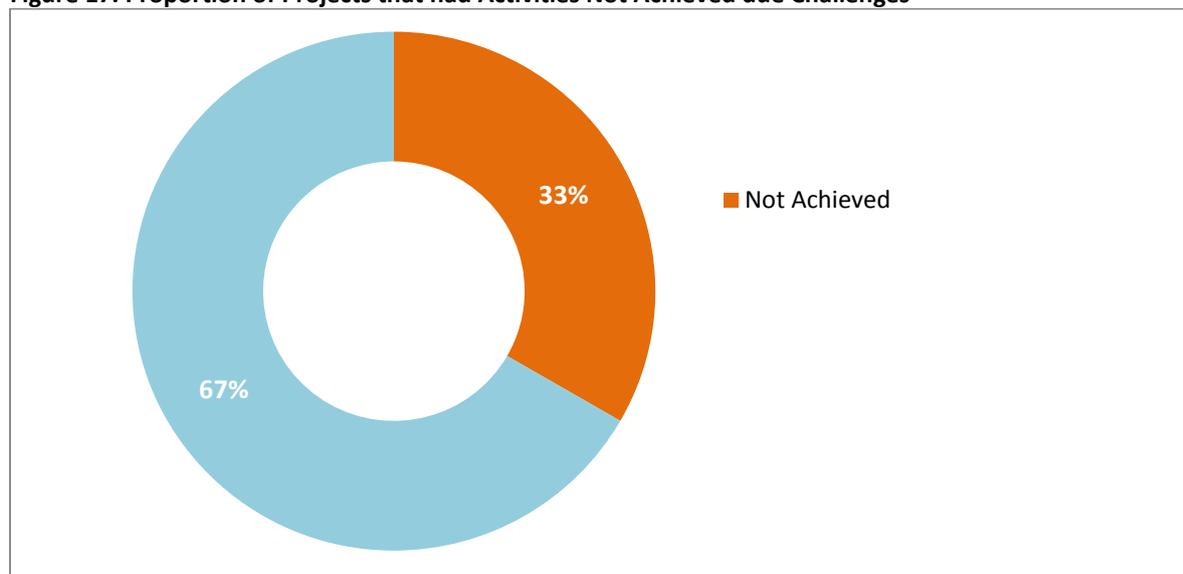
H. Follow Up Activities

For all projects, 83% (15 of 18 projects) reported that a follow up activity did occur. *Awareness Raising* projects did better than *Policy Development* projects, as 90% (9 out 10 projects) of *Awareness Raising* projects reported a follow up activity whereas 75% (6 of 8 projects) of *Policy Development* projects reported a follow up activity.

Figure 18. Proportion of Projects with Follow Up Activities, by Project Type and Total
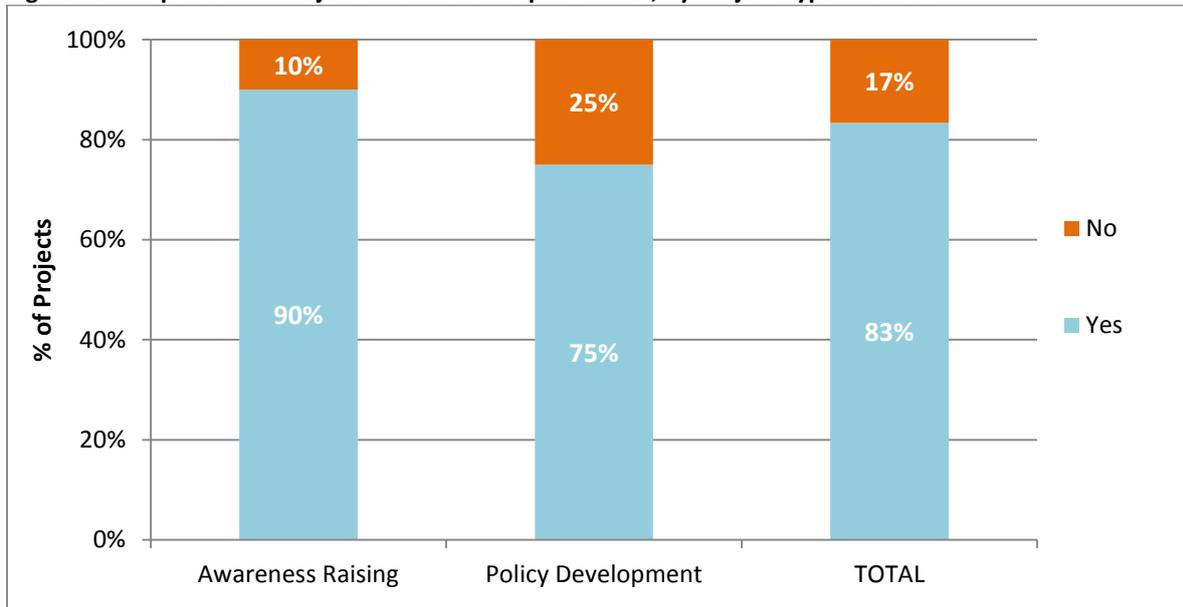
Based on responses, six different categories were developed to separate out the type of follow up activity each project had. Some projects mentioned more than one follow up activity, so the total is larger than the number of projects.

The most frequent activity was follow up meetings and continued awareness efforts of project findings. This was reported 27% of the time (7 of 26 activities). The second most frequent follow up activity was securing funding for future projects. This was reported 19% of the time (5 of 26 activities).

Figure 19. Types of Follow Up Activities, by Project Type and Total
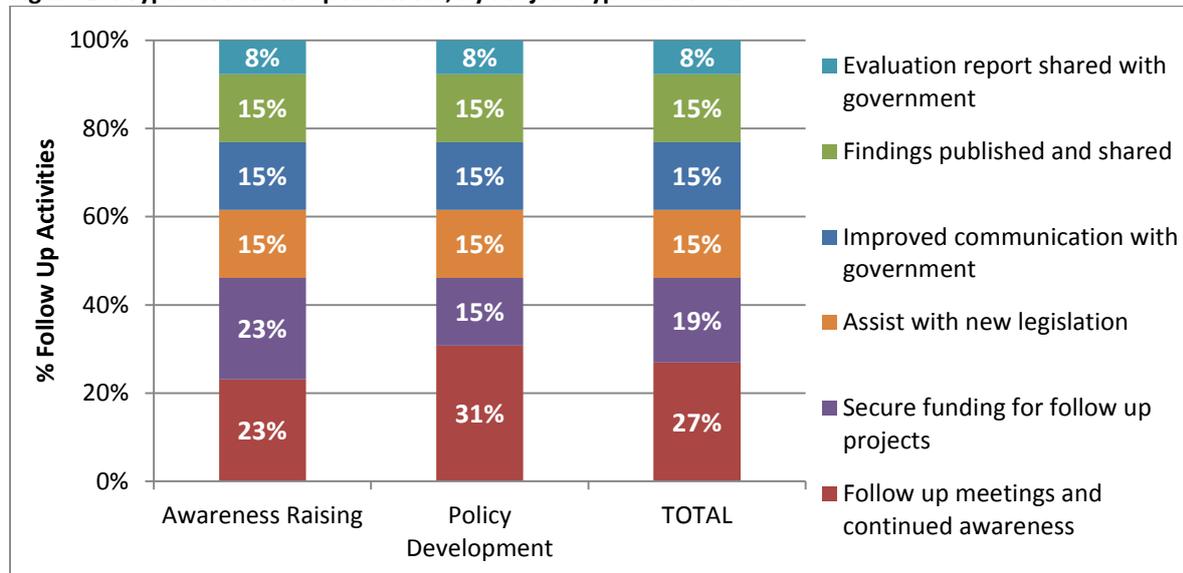
Analysed by project type, *Awareness Raising* projects had the most follow up activities through securing additional funding and follow up meetings/awareness, both were 23% (3 of 13 activities). *Policy Development* projects had the most follow up activities under follow up meeting/awareness, this was 31% (4 of 13 activities).

I. Result Beneficiaries

Beneficiaries were reviewed based on each result and grouped together depending on the amount of times a response was mentioned across all results. The number of responses recorded for beneficiaries is greater than the number of results, as many results included multiple beneficiaries. The distribution of beneficiaries between project types is very similar to the overall distribution. The most frequent beneficiary mentioned overall was the government, which was reported in 43% of the responses (45 of 105 responses). The next most frequent entries were NGOs (14%, 15 of 105 responses), migrants (11%, 12 of 105 responses), and civil society organizations (8%, 8 of 105 responses).

Figure 20. Result Beneficiaries by Project Type
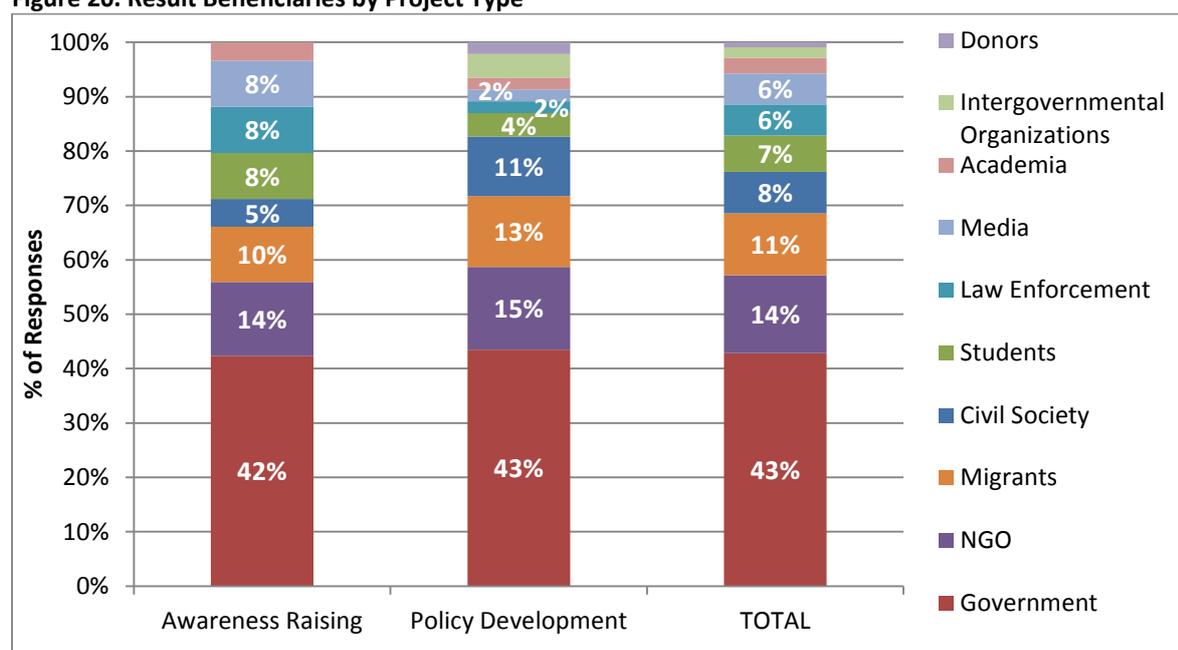
J. Budget Allocation

Overall, the total amount of funding allocated to these 18 projects focused on prevention of trafficking from 2008 to 2013 was USD 2,027,543. The average amount of allocation across all projects was USD 112,641 and the median was USD 100,000.

Line 1 projects made up 61% of the total projects (11 of 18 projects), with an average funding allocation of USD 82,048 (Median, USD 100,000) and Line 2 projects made up 39% of the total projects (7 of 18 projects), with an average funding allocation of USD 160,717 (Median, USD 190,000).

The proportion of Line 1 and Line 2 projects is very similar between *Awareness Raising* and *Policy Development* projects types (*Awareness Raising* is 60% Line 1, 40% Line 2; *Policy Development* is 63% Line 1, 38% Line 2).

Analysis was undertaken to understand how budget allocation affected the ability of projects to maintain their results. Projects were categorized by projects that maintained 100% of their results (9 of 18 projects) and projects that maintained 67% or less of their results (9 of 18 projects). Projects that maintained 100% of their results had a higher budget allocation on average than projects that maintained 67% of projects or less. The average budget allocation for projects that maintained 100% of results was USD 116,094 (Median, USD 100,000), while the average budget allocation for project

that maintained 67% of their results or less was USD 109,189 (Median USD 100,000). As lack of funding was one of the key challenges for IOM Missions to maintain results, this confirms that funding does relate to the ability of projects to achieve all desired results.

Figure 21. Average Budget Allocation by Proportion of Results Maintained within Each Project
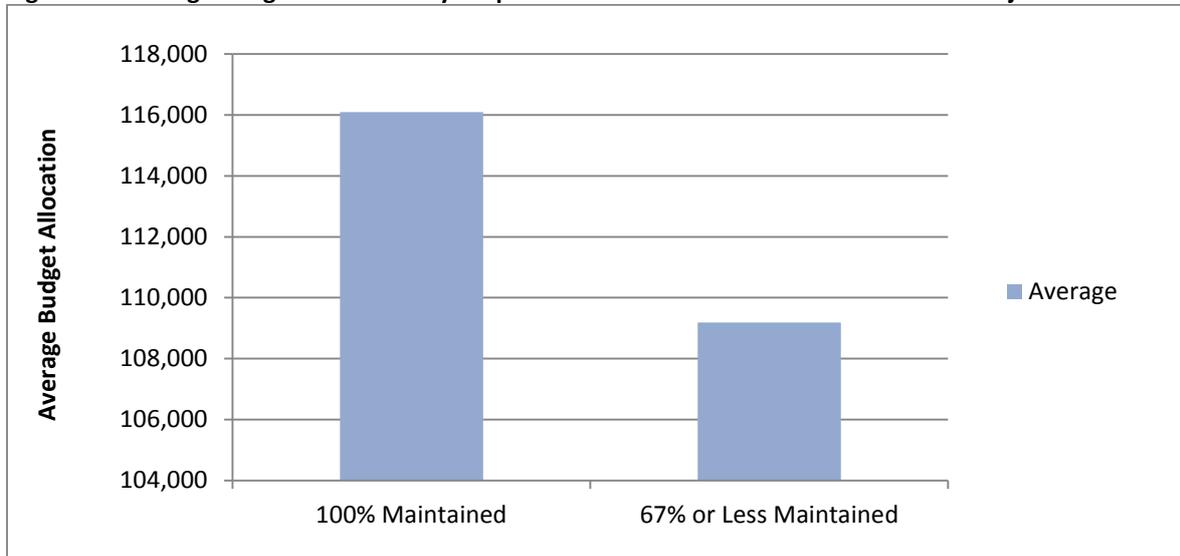
Analysing the budget allocation based on project type illustrates that the proportion of maintained results for *Awareness Raising* projects may be more affected by funding levels than *Policy Development* projects. *Awareness Raising* projects that maintained 67% or less of results (6 of 10 projects) had a budget allocation average of USD 102,331 (Median, USD 83,839). This was lower than *Awareness Raising* projects that maintained 100% of their results (4 of 10 projects), which had a budget allocation average of USD 115,287 (Median, USD 109,933). *Policy Development* projects in both categories had very similar averages and medians to the *Awareness Raising* projects that maintained 100% of their results.

Figure 22. Average Budget Allocation by Project Type and Proportion of Results Maintained
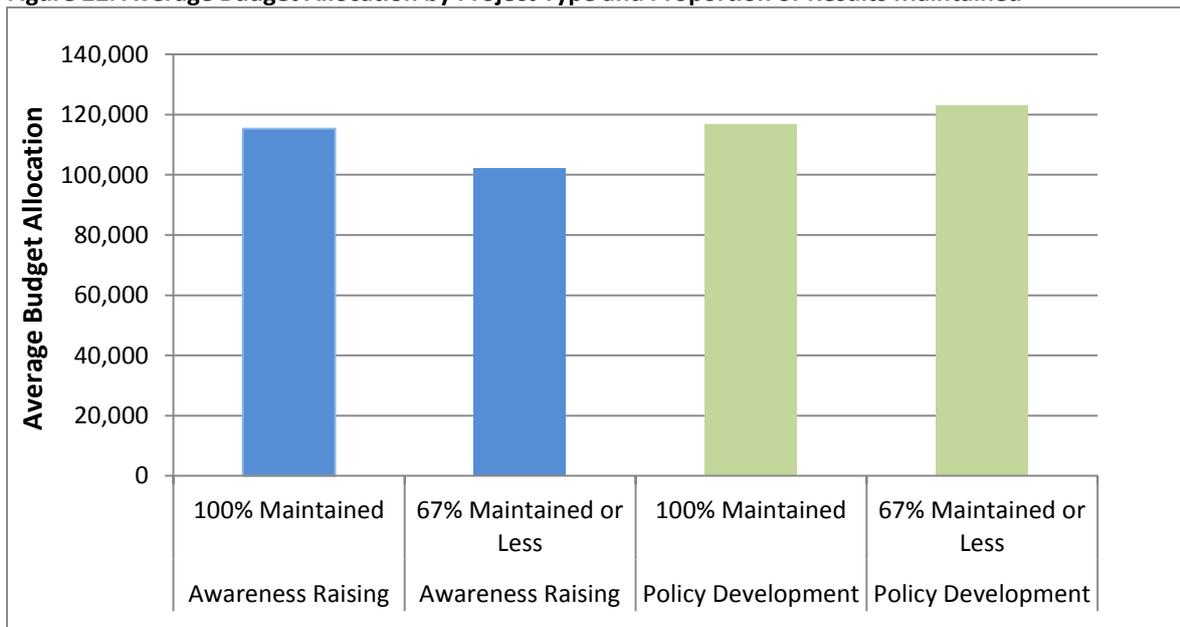
4. Recommendations

A. Sustainability Recommendations

1. **Increase stakeholder involvement:** Include a broader range of stakeholders at all stages of project development, implementation, and evaluation to increase their sense of ownership in maintaining project results. The stakeholders should be from a cross-section of the society, to promote the engagement of diverse groups to ensure the project is effective for the community as a whole and sustained after implementation. Clearly defined roles for each stakeholder should be shared amongst all members to ensure greater accountability for each task.

2. **Platform for greater exchange with stakeholders:** There should be regular meetings, workshops, press releases, and email updates with all relevant stakeholders and community focal points throughout the project duration. Workshops with central and provincial levels of government, stakeholders, and community groups should be held to share progress, project findings, methods for mainstreaming project findings and ideas for future projects.

3. **Donor meetings during project implementation:** There should be greater emphasis on briefings with different donor representatives within the country or region at the end of the project to highlight project results and inquire about funding opportunities for project follow up.

4. **Clear exit strategy and greater project follow up:** Projects' timeframes could be lengthened to ensure the government has the technical support needed to implement project results before the project has officially ended. Clear exit strategies should be discussed and agreed upon with all relevant stakeholders. Routine follow up meetings should be scheduled for a set amount of time after the project has ended to ensure the government and stakeholders are able to successfully implement the results produced during the project period.

5. **Enhanced Internal system for tracking methods used and follow up activities:** An internal database to track methods used, contacts, and key information about the project should be created for each country or region. Specifically, this would assist with documenting specific trainers used that could be contacted for future training sessions for the same project or a new project with a similar focus. Similarly, documenting who was trained would allow countries to reach out to the trainees after the project has ended to assess whether the training were effective. The 'Project Information and Management Application' (PRIMA) that IDF has developed will greatly assist with internal project tracking and can be enhanced in future stages of development to include even more information about project results to assist with tracking methods and activities.

B. Monitoring and Evaluation Recommendations

As this review collected data on projects as far back as 2008, some monitoring and evaluation processes have been updated since these projects ended based on previous responses by IOM Missions. Therefore, some suggestions have already been implemented into IDF operational procedures. The main responses that have already been implanted by IDF are including a log frame in the narrative report for better tracking purposes, including monitoring and evaluation as a lump sum in the budget to ensure enough funding, and the use of an internal IDF database to track project results, outputs, and activities.

Below are the main recommendations received for improving monitoring and evaluation of IDF- funded projects:

1. **Regular basis:** Monitoring and evaluation processes should occur more regularly throughout the project timeframe. In additional to the reporting process for monitoring and evaluation throughout the project timeframe, other activities should be sought out on a regular basis to assess the current state of the project.

2. **Clear definition:** Monitoring and evaluation processes should be defined more precisely and distributed to IOM Missions. These processes should be consistent between IDF processes, IOM Missions, and overall IOM strategic objectives.

3. **Increase technical skills of staff:** IOM Project Staff should develop greater technical skills related to monitoring and evaluation procedures to strengthen the quality and regular occurrence of this component within the project cycle.

4. **Outreach to counterparts and beneficiaries:** Greater outreach to project counterparts and beneficiaries to assess the project would allow for a more comprehensive understanding of the project's success. It was suggested that this be done through online surveys.

5. **Public Database for IDF to showcase funded projects:** Improve the visibility of the IDF project database on the public IOM website to better publish the achievements of IDF funded projects. This would also serve as a resource for current projects to view for assistance in monitoring or evaluation processes.

C. Overall Project Recommendations

1. **Diversify project types for prevention focused counter-trafficking projects:** When consulting with the Migration Assistance Division within IOM for counter-trafficking projects, four project types were discussed; Awareness Raising, Policy Development, Providing Alternatives to Irregular Migration, and Working on the Supply Side to Reduce Unethical Recruitment of Migrants. When analysing the prevention projects for this review, only two types emerged. In recent years IDF has started to conduct projects within the two other project types and further analysis should be done to see how these two types compare to Awareness Raising and Policy Development projects.

2. **Create a benchmark for maintaining results:** IDF should use 83% of projects maintaining 67% or more of their individual results as a benchmark for future reviews. This could be used for future counter-trafficking reviews or other thematic areas as well. On a result level, 77% of all results were maintained. This percentage could be tracked to monitor IDF projects' overall sustainability. New tools, such as PRIMA, could assist with easily tracking project results.

3. **Increase attention to result categories of Training, Guidance Manual/New Curriculum, and Assessment/Research on Current Situation:** Training was the most frequent result recorded, but was one of the least maintained result categories. IDF funding has not been effectively used for these results and future projects need to pay close attention to ensure training is carried out effectively and specific stakeholders are designated to continue the training after the project has ended. Similarly, attention needs to be focused on ensuring guidance manuals, new curriculum, assessments and research are successful at accomplishing project goals and maintained effectively after the project has completed.

4. **Promote greater collaboration between stakeholders to maintain results:** The most frequently reported organization that maintained results was the government, acting alone. As many projects mentioned under sustainability recommendations, more diverse stakeholders need to be involved throughout the project. Increasing and diversifying stakeholder involvement could be a key way to ensure IDF funding is effective in maintaining results in the long term.

5. **Further analysis of project and result budget allocations:** Additional analysis on budget allocation for counter-trafficking projects and results, as well as other IDF thematic areas, could highlight how funding has been successfully utilized and areas for improved cost effectiveness. As one of the main challenges for projects was lack of funding, this is key to understand how projects can use the funding provided in the most productive way. Lack of funding might be the most visible challenge, but other factors may be equally as significant.

IV.   ANNEXES

1. **Prevention Focused Counter-Trafficking Projects**

Project Year	Benefiting MS	Other Benefiting Countries	Project Title	Budget Line Item	Country or Regional	Region	Thematic Area*	Project Category	Project Length (Months)
2008	Jordan	.	Capacity Building in Counter Trafficking for the Government of Jordan	Line 2	National	Middle East	CT	Awareness Raising	48
2008	Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Republic of Moldova, Ukraine	The Russian Federation, Uzbekistan	International Training Center on Migration and Combating Trafficking in Human Beings: Belarus	Line 1	Regional	Global Activities	CT	Awareness Raising	12
2008	Turkey	.	Supporting the Project Management Capacity of the Turkish Government and Municipalities in the Field of Migration Management and Combating Trafficking	Line 2	National	Europe	CT	Awareness Raising & Policy Development	27
2008	Paraguay	.	Institutional Capacity Building Program in Migration Management and Counter Trafficking for the Government of Paraguay	Line 2	National	Americas and the Caribbean	CT	Policy Development	26
2008	Côte d'Ivoire	.	Investigation and Prosecution: Reinforcing Criminal Justice Responses in the Fight against Trafficking in Côte d'Ivoire	Line 1	National	Africa	CT	Policy Development	15
2008	Benin, Burkina Faso, Côte d'Ivoire, Egypt, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Libya, Mali, Mauritania, Morocco, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Togo and Tunisia	Central African Republic, Chad, Djibouti, Eritrea, Union of Comoros and Sao Tome and Principe	Training Course on International Migration Law for the Representatives of CEN-SAD Countries	Line 1	Regional	Africa	IM	Awareness Raising	3

2008	Burkina Faso, Guinea, Côte d'Ivoire, Mali and Senegal		Counter Trafficking Capacity Building for Government Officials, Judicial Authorities, Law Enforcement and NGOs in West Africa	Line 1	Regional	Africa	CT	Awareness Raising	13
2009	Nepal	.	Technical Assistance to the Government of Nepal in Enhancing the Positive Impact of Labour Migration	Line 2	National	Asia	LM	Awareness Raising	20
2009	Uruguay	.	Technical Cooperation and Institutional Capacity Building for the Government of Uruguay	Line 1	National	Americas and the Caribbean	RT	Awareness Raising	15
2010	Serbia	.	Prevention of 'Modern Slavery' in Serbia – From Real Life Stories to TV Docudrama	Line 1	National	Europe	CT	Awareness Raising	15
2010	Viet Nam	.	Program Assessment and Support for Policy Development in Return and Reintegration of Victims of Trafficking	Line 1	National	Asia	CT	Policy Development	20
2011	Bolivia (Plurinational State of)	.	Support the Efforts of the Plurinational State of Bolivia in the Fight Against Trafficking in Persons and the Smuggling of Migrants Through the Strengthening of Institutional Capacities	Line 1	National	Americas and the Caribbean	CT	Policy Development	20
2011	Congo	.	National Assessment on Trafficking in Persons in the Republic of Congo	Line 1	National	Africa	CT	Awareness Raising & Policy Development	15
2011	Paraguay	.	Technical Cooperation on Migration for Government Institutions in Paraguay	Line 2	National	Americas and the Caribbean	LM	Awareness Raising	16
2012	Mongolia	.	Strengthening the Management of Labour Migration and Counter Trafficking in Mongolia	Line 1	National	Asia	LM	Awareness Raising & Policy Development	18

2013	Albania, Bosnia and Herzegovina, Montenegro and Serbia	Kosovo/UNSC 1244, The former Yugoslav Republic of Macedonia	Needs Assessment Research: The Regional Counter Trafficking Situation in the Western Balkans	Line 2	Regional	Europe	CT	Policy Development	13
2013	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama	.	Assessment of Vulnerabilities of Crimes Related to Organ, Tissue, and Fluid Donation and Transplant in Central America	Line 1	Regional	Americas and the Caribbean	CT	Awareness Raising	8
2013	Liberia	.	Enhancing the Capacities of the Liberian Anti Human Trafficking Taskforce in Implementing the Liberian Act to Ban Trafficking of 2005	Line 1	National	Africa	CT	Awareness Raising & Policy Development	12
2013	Uruguay	.	Technical Cooperation to Build Government Capacity in Migration Management and the Protection of the Human Rights of Migrants in Uruguay	Line 2	National	Americas and the Caribbean	CT	Awareness Raising	17

2. Questionnaire for Counter-Trafficking Review

Counter-Trafficking Review, IDF 2015

Instructions: Please fill in all of the questions based on your knowledge of the project/final report and information you have been able to collect from government counterparts and partners. Thank you for your assistance in this review.

OUTCOMES AND OUTPUTS

1. Please indicate the 2-3 most important outcomes and the related outputs achieved by the project in the box below.

   According to the IOM Project Handbook**:**
   Outcomes are the *intended changes in institutional performance, individual or group behavior, or the political, economic or social position of the beneficiaries.*
   > Examples of **outcomes** include: Policy development, training of trainers, and the use of the standard operating procedures in everyday processes, etc.

   Outputs are the *intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.*
   > Examples of **outputs** include: New policies available, officials trained in counter-trafficking activities, and standard operating procedures available, etc.

Outcome	Output(s)
1.	
2.	
3.	

SUSTAINABILITY

2. For each outcome above, please mark if it has been maintained *after* the project ended?

Outcome	Yes	No
1.		
2.		
3.		

2.1 If the outcome was *not* maintained after the project ended, please explain why.
  a. Examples include: Political climate in country, lack of financial resources, unknown, etc.

Outcome Not Maintained	Explanation
1.	
2.	
3.	

2.2 If the outcome was maintained, please list the organization that maintained it and the methods they used.
  a. Examples of Methods include: trainings, workshops, routine systems, etc.

Outcome Maintained	Organization	Method used
1.		
2.		
3.		

2.3 Who utilized/s the deliverables from the project?
  a. Examples include: Government, Migrants, NGOs, Academia, Students, Media, etc.

Outcome	Beneficiary
1.	
2.	
3.	

3. Do you have any recommendations on specific methods to ensure sustainability of the project outcomes?

4. Please specify any follow-up activities that have been implemented as a result of this project.

IMPLEMENTATION CHALLENGES

5. What were the main challenges encountered ***during implementation*** of the project?

Challenges	Yes/No
Lack of reliable information	
Difficulty accessing existing data	
Lack of coordination amongst agencies	
Lack of research capacity	
Lack of funding	
Political instability	
Lack of buy-in by the government counterparts	
Lack of collaboration by partners	
Consultant challenges	
Changing government counterparts	
Changing governmental priorities	
Other (Please specify)	

5.1 Please list any activities/outputs which were not realized because of these challenges.

EVALUATION

6. Do you have any recommendations for ***improving the monitoring and evaluation*** of IDF projects?