



**IOM Development Fund**  
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

## **Counter Trafficking Protection 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 that it funded from 2008 to 2013 in order to improve project development, implementation and gauge the level of sustainability of one of its most commonly funded project types. This counter-trafficking review was separated into two focus areas: i) protection of victims; and ii) prevention of trafficking. This counter-trafficking review entailed requests for information on 40 IDF projects: 21 focused on protection, and 19 focused on prevention.

This report includes the findings and main trends of **protection** focused counter-trafficking projects. Due to political instability in one country at the time of the data analysis, the information requested was unable to be obtained. Additionally, two responses were not made available. Therefore 18 counter-trafficking protection projects were analysed.

The review was carried out as a 'rapid assessment,' as it was a desk review of 18 projects completed within a two month time frame. In order to gather data for this report, a questionnaire was distributed to each of the relevant missions. The responses gathered from the missions were then coded into quantitative indicators that convey outcome sustainability for improving project development and implementation.

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

- **Outcome Categories:** The most common outcome categories were *Training* (22%) and *Capacity building to respond to and protect victims of trafficking* (20%)
- **Proportion of Outcomes Maintained:** The majority of the outcomes (68%) were maintained after the projects' end dates and the main reason why outcomes were not maintained were due to *Lack of financial resources* (30%)
- **Organizations that Maintained Outcomes:** The leading organizations that contributed to maintained outcomes and sustainability were *NGOs* (36%) and *Government* (29%)
- **Methods Used to Maintain Outcomes:** *Workshops and Trainings* (36%) and *the Use of technical skills* (25%), (such as the establishment and application of previous frameworks, manuals, and procedures previously developed), were found to have been the most commonly used methods for sustainability
- **Main Challenges:** The most common challenges encountered during implementation were *Lack of funding* (17%), *Lack of coordination amongst agencies* (13%) and *Changing of government counterparts* (13%)
- **Activities Not Completed due to Challenges:** 21% of the project activities were not completed due to challenges

From these findings, the following key recommendations were made:

- In order to improve capacity for sustainability, **increase stakeholder involvement** to enhance participation by various counterparts and create independent ownership to contribute to maintaining outcomes after the project ends. **NGOs and government counterparts** have shown to be the most common organizations to maintain sustainability, therefore increasing involvement of these stakeholders during all stages of the project can improve sustainability.
- Because **workshops and trainings** have proven to be the most successful methods for sustainability, it would be beneficial to incorporate these strategies in project development and implementation for future protection focused counter-trafficking projects.
- In terms of funding specific project types, emphasis on **policy development projects** could help ensure outcome sustainability and create opportunities for growth after the project's term. Additionally, outcomes that focus on **assistance programs** and **training** result in higher levels of sustainability and should be emphasized in project proposals.
- **Clearly defining mechanisms for project managers** can improve the monitoring and evaluation process. For example, providing project managers with **IDF guidelines or short project handbooks** can establish expectations in the initial phase of project development to avoid delays and inefficiency further in the project.

## II. Objective, Method and Limitations

### A. Objective

The objective of this review is to gather information on all counter-trafficking related projects funded by IDF from 2008 to 2013. The overall purpose of this review is to assess project development, implementation and gauge the level of sustainability in order to gain a better understanding of successful projects that maintain outcomes and activities after the projects have ended.

This *protection* counter-trafficking review is part of a larger review that IDF is conducting to analyse counter-trafficking related projects. This inclusive counter-trafficking review has been separated into two reviews that analyse projects on: protection of trafficking victims and prevention of trafficking. The prevention based projects have different objectives, are categorized into varying outcome categories, and have a specific emphasis on different stakeholders. Due to these differences, IDF finds it most beneficial to separate these projects into two reviews to gain conclusive information for analysis in order to ensure the most efficient project management for all future counter-trafficking related IDF projects.

### B. Method

For the purpose of this review, the phrase ‘counter-trafficking projects’ refers to all IDF projects that were either primarily aimed at protection of trafficking of migrants or had one or more components within the project that sought to do so.

This review was made possible by the creation of a qualitative database developed in order to categorize the information obtained from the responses of the questionnaires distributed to the relevant IOM missions. This database draws information from an existing IDF project database. After the questionnaire responses were obtained, they were populated into a quantitative database from which relevant statistics were generated.

#### 1. Project Category

There are 18 Protection projects that were analyzed and were divided into **three project categories**:

- **Capacity Building for Services:** Projects that focus on enhancing capacities with governments and law enforcement to respond to and protect Victims of Trafficking (VoTs), as well as enhancing services provided to victims
- **Operational Tools/Standard Operating Procedures:** Projects that focus on the development of manuals and procedures using training, meetings, and presentations for implementation and framework development
- **Policy Development:** Projects that focus on provisions of protection, with collaboration with the government to develop policy documents, guidelines and national plans regarding protection of VoTs

## 2. Outcome Category

The 41 outcomes were categorized into **seven outcome categories**:

- Training
- Capacity Building to Respond/Protect VoTs
- Policy Framework
- Assistance Programs
- Assessment/Research
- Awareness Campaign
- Guidance Manual/Network of Specialists

## 3. Category for Reasons Why Outcomes Were Not Maintained

- Lack of Financial Resources
- No Mechanisms for Follow-Ups
- Lack of Victim Identification
- Political Climate in the Country
- Unknown Reasons

## 4. Organization to Maintain Outcomes

- NGOs
- Government
- Intergovernmental Organizations
- Law Enforcement
- International Associates
- Combination of: Government, Intergovernmental Organizations, and Law Enforcement

## 5. Method to Maintain Outcomes

- Workshops and Trainings
- Technical Skills Still Used
- Follow Up Projects and Routine Systems
- Independent Program Development
- Geographical Coverage Extension

## 6. Challenges Encountered During Implementation

- 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 Government Counterparts
- Lack of Collaboration by Partners
- Consulate Challenges
- Changing government counterparts
- Changing government priorities
- Other

## 7. Project Beneficiaries

- Government
- NGOs
- Migrants
- Civil Society Organizations
- VoTs
- Law Enforcement
- Academic Institutions
- International Organizations
- UN Agencies
- Media
- Donors

## C. Limitations

This report constitutes a 'rapid assessment' carried out over a two-month period. The main activity involved sending out questionnaires to country missions offices and analysing the information provided.

A total of 18 protection focused counter-trafficking projects were reviewed, omitting those whose responses were still pending at the time of the review, and one project where information was unable to be obtained due to political instability in the country. Although this is an informal assessment, the outcomes identified in this report are statistically sound and can be considered to provide an accurate overview of the sustainability factors relating to protection related counter-trafficking projects projects.

Access to complete information was challenging for some projects as they were completed several years prior to this review and some of the original staff members at the IOM Missions who were working the specific projects were unavailable. This created limitations in obtaining information, where items were left blank and some of the responses were either "N/A" or "unknown".

### III. Key Findings

Below are the key findings from the review of the counter-trafficking protection related projects.

#### A. Statistical Overview

1. **Project Category:** The table below reflects the number and proportion of projects according to their project categories:

Project Categories	Number of Projects (%)
Capacity Building for Services	8 (44%) <sup>1</sup>
Operational Tools/Standard Operating Procedures	7 (39%)
Policy Development	3 (17%)
<b>Total</b>	<b>18 (100%)</b>

2. **Outcome Category:** The table below reflects the number and proportion of outcomes according to their outcome categories:

Outcome Category	Number of Outcomes (%)
Training	9 (22%)
Capacity Building to Respond/Protect VoT	8 (20%)
Policy Framework	7 (17%)
Assistance Programs	6 (15%)
Assessment/Research	4 (10%)
Awareness Campaign	4 (10%)
Guidance Manual/Network of Specialists	3 (7%)
<b>Total</b>	<b>41 (100%)</b>

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<sup>1</sup> All per cents are rounded to the nearest whole number.

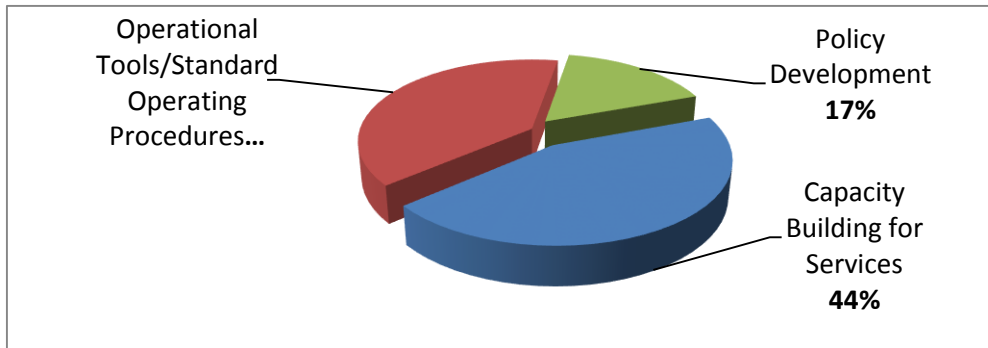


## B. Data Analysis

### 1. Project Category

This counter-trafficking review is based on data obtained from **18 protection projects** ranging from 2008 to 2013. Of these 18 projects, 8 (44%) are categorized as Capacity Building for Services, 7 (39%) are categorized as Operational Tools/Standard Operating Procedures, and 3 (17%) are categorized as Policy Development.

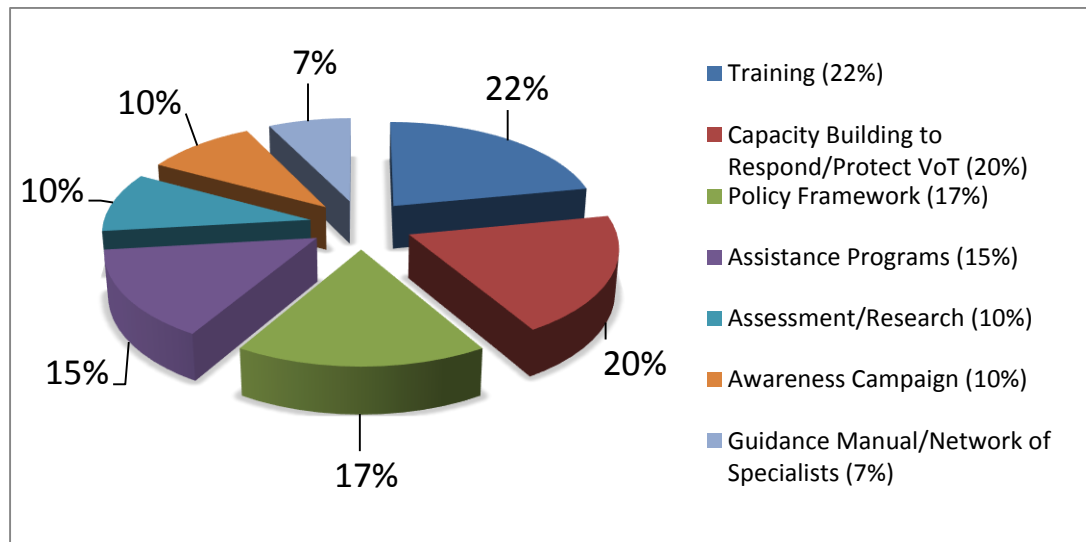
**Figure 1: Project Categories**



### 2. Outcome Category

There were **41 project outcomes** that were reported based on the questionnaire from the relevant missions. The most common outcome types were Training (22%) and Capacity Building to Respond/Protect VoTs (20%).

**Figure 2: Outcome Categories**

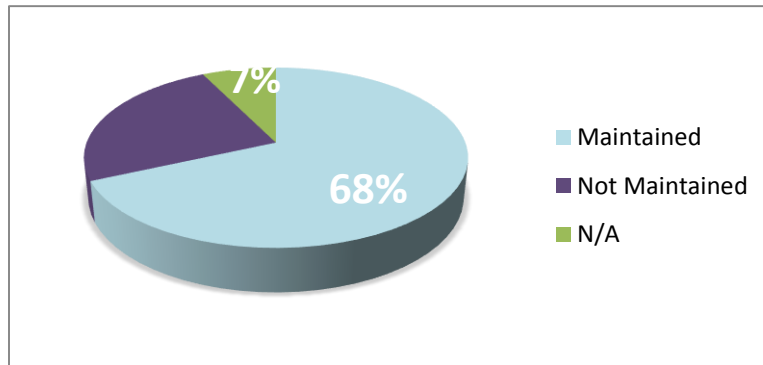


### 3. Outcome Sustainability

i. **Maintained vs. Not Maintained Outcomes**

When comparing the 41 outcomes in terms of sustainability, 28 outcomes (68%) were maintained and 10 outcomes (24%) were not maintained after the projects ended. The status of 3 outcomes (7%) was unknown, therefore marked as N/A.

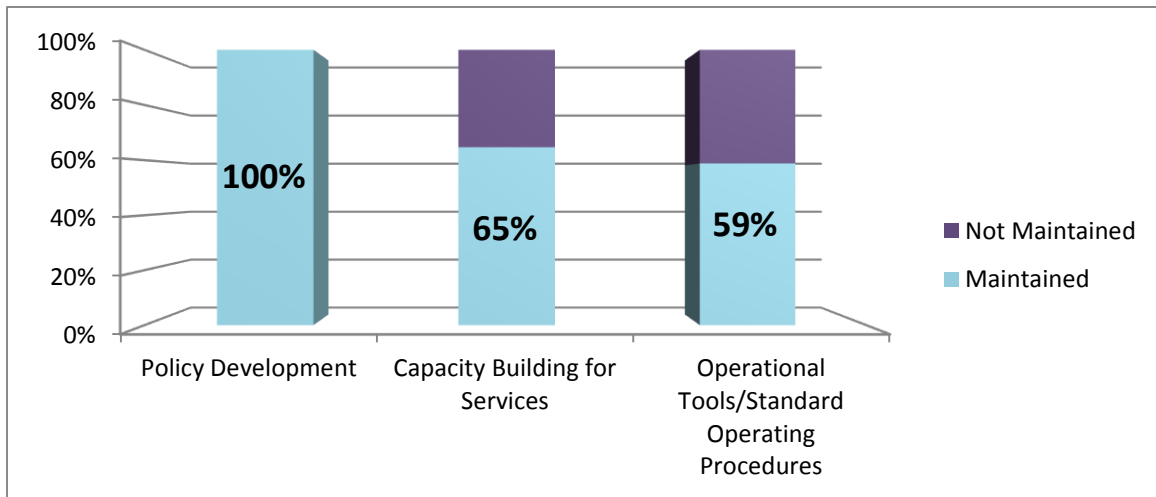
**Figure 3: Maintained vs Not Maintained Outcomes**



ii. **Proportion of Maintained Outcomes by Project Category**

Through analysing maintained outcomes across project categories, Policy Development projects maintained 100% of their outcomes, followed by Capacity Building for Services maintaining 65% of their outcomes and Operational Tools/Standard Operating Procedures maintaining 59% of their outcomes. It is important to acknowledge that the category for Policy Development projects had the smallest proportion of outcomes represented (7 outcomes) and based on the responses, was able to maintain them all.

**Figure 4: Proportion of Maintained Outcomes by Project Category**

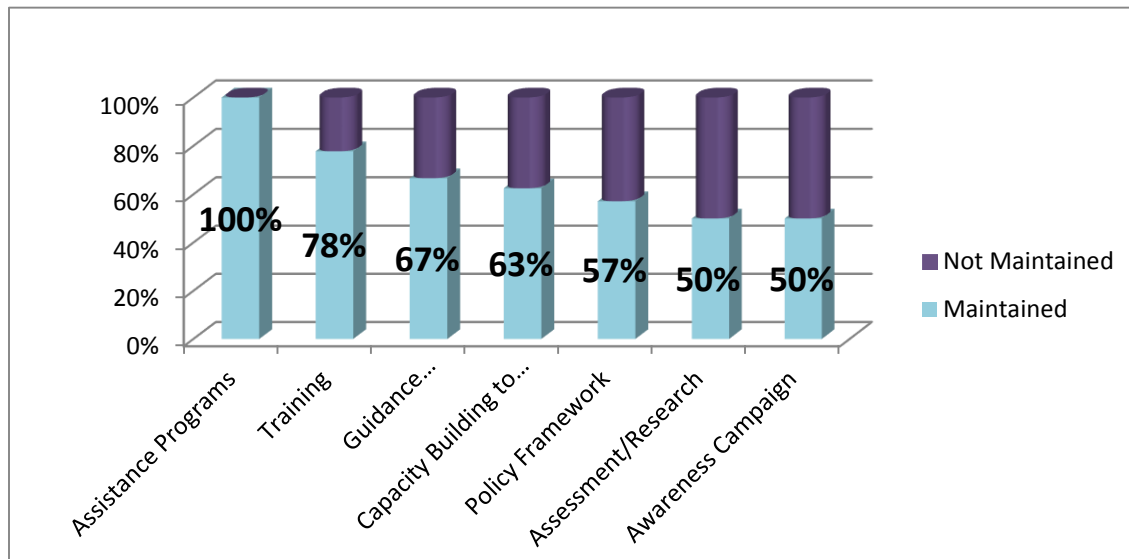


iii. **Proportion of Maintained Outcomes by Outcome Category**

Comparing maintained outcomes across outcome categories, the two most sustainable outcome types are Assistance Programs, which maintained 100% of its outcomes, and Training, which maintained 78% of its outcomes. Awareness campaigns and Assessment/research

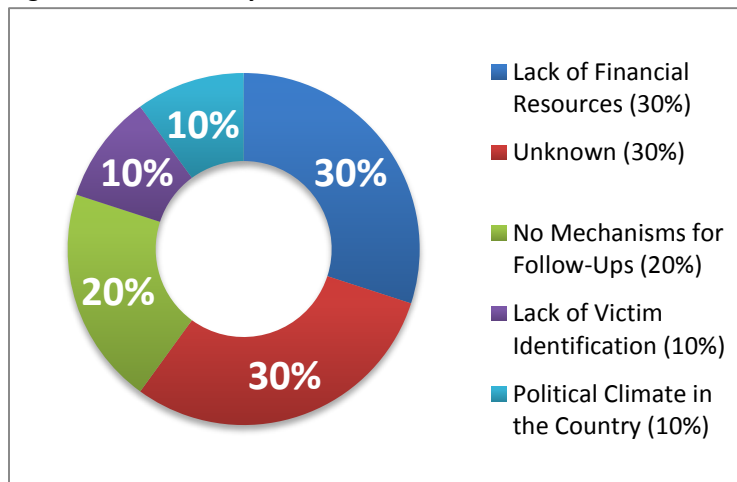
outcome categories both had the lowest level of sustainability, maintaining 50% of their outcomes.

**Figure 5: Proportion of Maintained Outcomes by Outcome Category**



Out of the 41 outcomes that were recorded, 10 of them were not maintained. After obtaining data to provide an indication of the causes and reasoning why these outcomes were not maintained, the most common reason was due to a lack of financial resources, which accounted for 30% of the total. Unknown reasons also comprised 30% of the total, followed by the absence of mechanisms for follow-ups, which comprised 20% of the total.

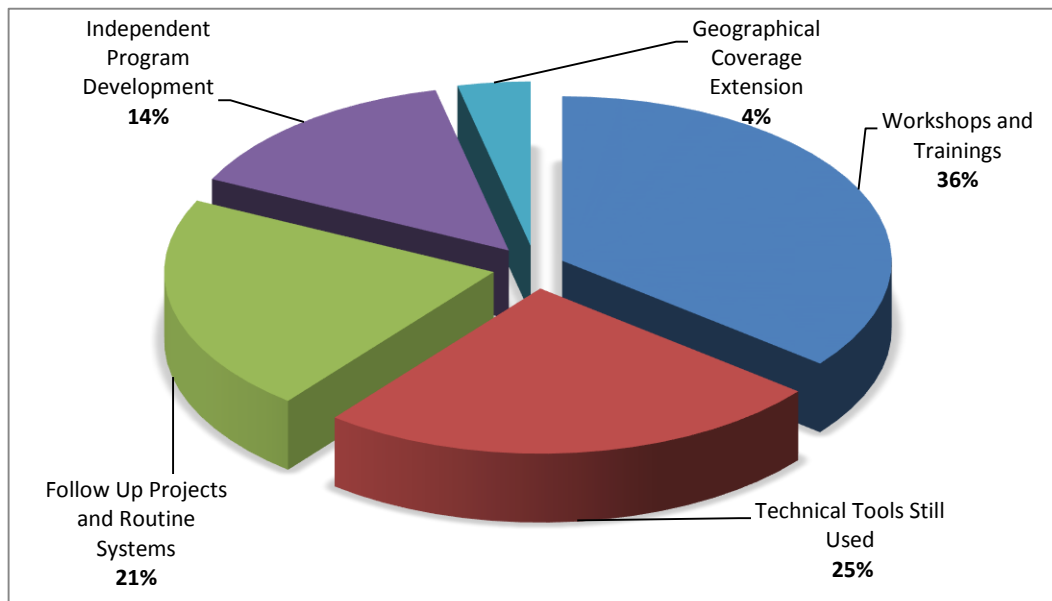
**Figure 6: Reasons Why Outcomes Not Maintained**



**v. Methods Used to Maintain Outcomes**

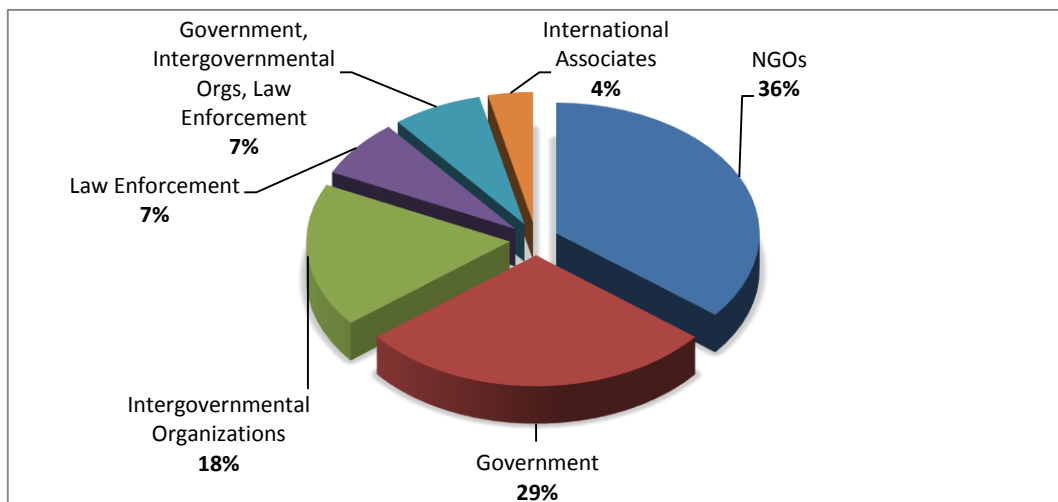
Out of the 28 outcomes that were maintained, many various methods were used to ensure sustainability. These methods were categorized into five types, and the most common method of sustainability used was through workshops and trainings, where 10 outcomes out of the total 28 were reported to have used this method, comprising 36% of the total. The second most commonly used method to maintain outcomes was technical skills still being used (25%), which were established and developed during the project's term.

**Figure 7: Methods Used to Maintain Outcomes**



When analysing the maintained outcomes by the organizations that maintained them, the most prevalent organization category was NGOs, such as local collaborative partners and coalitions in the country where the project was implemented, which comprised 36% of the total. The second most prevalent organization category to maintain outcomes was through governments, which made up 29% of the total.

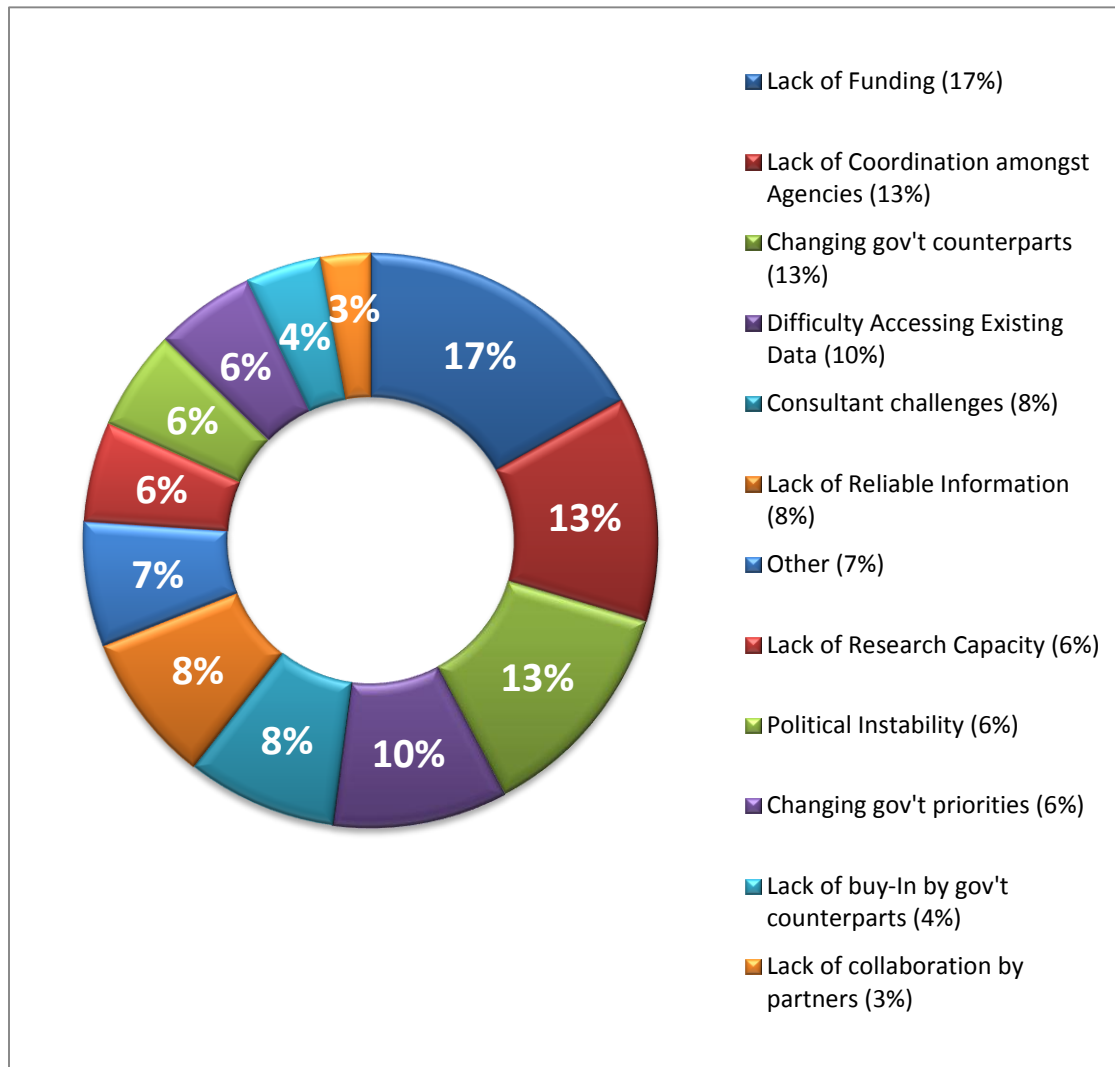
**Figure 8: Organization that Maintained Outcomes**



#### 4. Challenges

There were a total of 71 challenges reported that were encountered during project implementation of the 18 projects that were analysed. There were 12 challenges pre-categorized that were listed in a table of the questionnaire where the mission offices could mark a tally for as many challenges that they believed were relevant to the project implementation process. The most common challenges faced during project implementation were due to a lack of funding, which comprised 17% of the total challenges faced, followed by a lack of coordination amongst agencies (13%) and changing of government counterparts (13%).

**Figure 9: Challenges Encountered During Project Implementation**

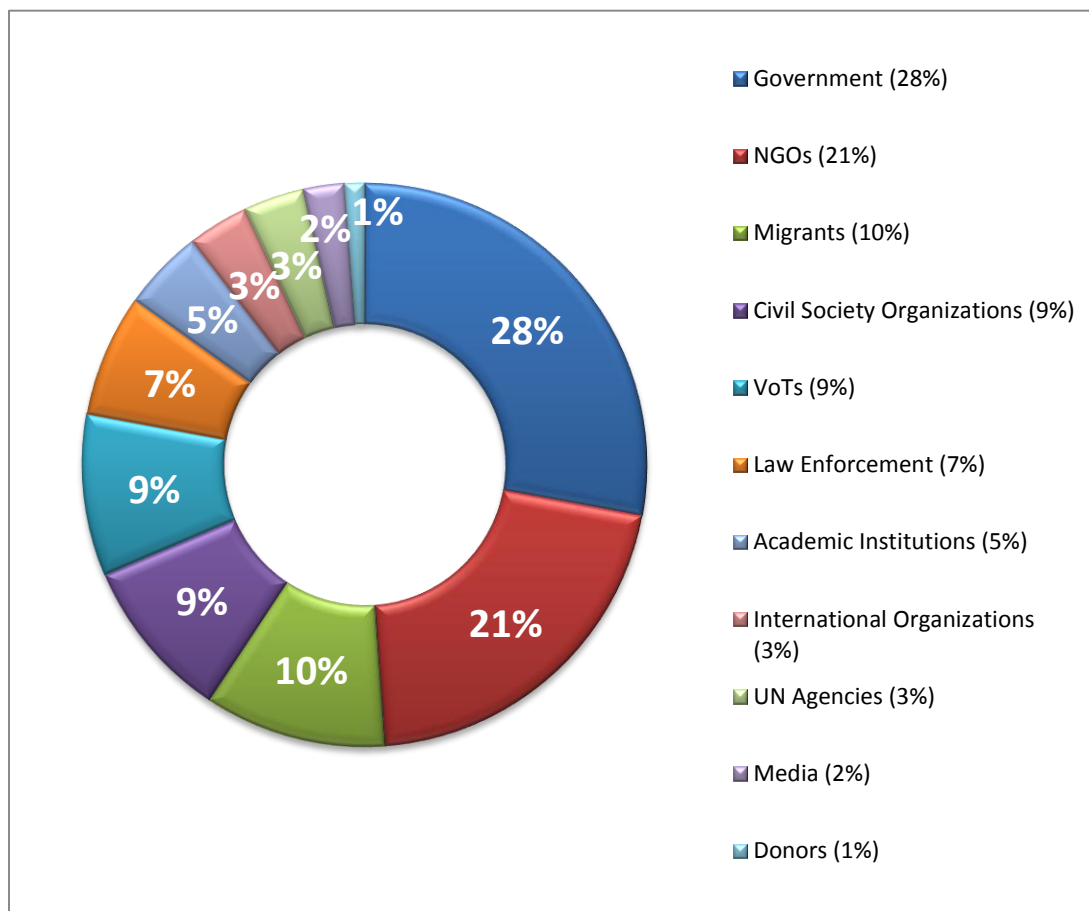


## 5. Outcome Beneficiaries

Beneficiaries were reviewed based on each outcome level and grouped together depending on the amount of times a beneficiary was mentioned across all outcomes. The number of entries recorded for beneficiaries is greater than the number of outcomes, as many responses included multiple entities.

The most frequent beneficiary mentioned overall was the government, which comprised 28% of the responses. The next most frequent beneficiary categories were NGOs (21%), migrants (10%), and civil society organizations (9%).

**Figure 10: Outcome Beneficiaries**



## IV. Recommendations for Future Protection Counter-Trafficking Projects

The following recommendations are based on the responses from the questionnaire inquiring **recommendations for sustainability** and **monitoring and evaluation**, in accordance with the results of the data obtained in this review in order to improve project sustainability, as well as program evaluation.

### Recommendations for Sustainability

- **Increasing Stakeholder Involvement:** Enhance the capacities of key stakeholders and community/society involvement to increase participation in project implementation and create independent ownership in maintaining the outcomes after the project term ends. Because one of the most common challenges was due to a lack of coordination amongst agencies (13%), it is foreseen that including more key stakeholders during project development and implementation can naturally create more collaboration to improve project sustainability. **NGOs and government counterparts** had the greatest prevalence for maintaining outcome sustainability. Increasing the involvement of these stakeholders, along with a broad range of relevant beneficiaries in all stages of the project, can create better opportunities for outcome sustainability.
- **Continued Workshops and Trainings:** Of the types of method used to maintain outcomes, workshops and trainings had the highest level of sustainability, where 10 out of the total 28 maintained outcomes used this method, comprising 36% of all maintained outcomes. **Continued workshops and trainings on victim identification and assistance** can contribute to ensuring trafficking case management. These methods have been proven to be the most successful in identifying next steps for project development and lessons learned for future sustainability. Additionally, continued workshops and trainings extend the relationship between counterparts and stakeholders involved for future collaboration and build long-term relationships in coordination for project sustainability.
- **Continued Follow-Up Mechanisms with Project Officers:** Working with the project officers after the project's term creates opportunities to highlight aspects of the project that worked well, and discuss specifics on what should be improved and lessons learned. Follow-up measures could be included as part of original planning, and should include continued technical guidance to project officers in order to encourage governments to adopt models from the lessons learned after the project's duration.
- **Project Implementation Containing Future Strategies for Sustainability:** Project proposals should include strategies in the timeline and work-plan that specifically address future sustainability practices so that from the beginning of project implementation, throughout all stages of the project, sustainability is being considered. Implementing projects that contain components for

future sustainability can complement and strengthen ongoing current projects, as well as those which have completed their project terms.

- **Project Category— Policy Development Programs:** Counter-trafficking projects that focus on protection have proven to have the greatest level of sustainability when there are strategies that focus on **policy development**. Additionally, **outcomes that emphasize** the use of **assistance programs** and/or **training** have proven to be the most sustainable. These types of projects can create opportunities for growth and country ownership after the project's term has ended. When receiving new proposals for counter-trafficking projects, IDF should look for ways and opportunities where policy development is a main objective.

## Recommendations for Monitoring and Evaluation

- **Clearly Stating Mechanisms and Feasible Indicators for Project Managers:** In order to coordinate and improve monitoring and evaluation (M&E), logical frameworks should be clearly defined to the appropriate contacts to monitor progress. This can be done through **providing project managers with IDF guidelines or a short project handbook on M&E** from the project development stage and acknowledged early in the project to define clear expectations and feasible indicators. The mechanisms used to monitor and evaluate achievement of outcomes should be clear from the initial phase of project development.
- **More Structural Follow Ups of the Projects:** To ensure improvement of the M&E process, **more field visits** should be structured into the project framework in order to view implementation first hand. Additionally, **online questionnaires** disseminated directly to the project counterparts and beneficiaries before the project term ends can improve the M&E process to confirm impact and enhance follow up of IDF projects.
- **M&E Conducted in a Shorter Time Frame After the Project's Term:** The M&E process should be conducted and completed within a shorter time frame once the project has ended to **facilitate easier follow up**, and include lists of counterparts to be contacted for follow up practices and mechanisms for easy contact.





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## V. Annex

**Table 1: Counter-Trafficking Protection Projects Overview**

Project Year	Benefiting MS	Project Title	IOM Region	Project Type	Project Category
2008	Cambodia and Thailand	Responding to Trafficking of Men in the Fishing Industry and other high risk employment sectors in selected countries of the Greater Mekong Sub-Region	Asia	Regional	Capacity Building for Services
2008	Sierra Leone	Counter-trafficking Prevention and Victim Protection in Sierra Leone	Africa	National	Capacity Building for Services
2009	Serbia	Sustainable Labour Market Response to Victims of Trafficking in Serbia	Europe	National	Operational Tools/Standard Operating Procedures
2009	Liberia	Liberia Network Against Trafficking (LNAT)--Building Capacity and Connecting Stakeholders in Liberia	Africa	National	Operational Tools/Standard Operating Procedures
2009	Bangladesh	Support to Strengthen Legal Framework to Combat Trafficking in Bangladesh	Asia	National	Policy Development
2009	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama	Assessment of Trafficking in Human Beings for Labour Exploitation Purposes in Central America	Americas	Regional	Operational Tools/Standard Operating Procedures
2009	Belarus, Croatia, Republic of Moldova, Turkey and Ukraine	Co-Funding to the Project 'Operational Networking and Exchange of Best Practices in Fighting Trafficking between Counter-Trafficking Specialists in EU Candidate and Neighboring Countries and Specialists in the EU MS	Europe	Regional	Operational Tools/Standard Operating Procedures
2009	Jordan	Strengthening Government Response to Human Trafficking in Jordan	Middle East	National	Operational Tools/Standard Operating Procedures
2010	Tanzania	Support to the Capacity of the Tanzanian Gov't and NGOs to Assist Victims of Trafficking	Africa	National	Capacity Building for Services
2010	Nepal	Trafficking Risk Reduction in Nepal	Asia	National	Policy Development

2010	Kenya, Tanzania, Rwanda, Uganda	Regional Counter-Trafficking Project to Enhance Protection through Linkages and Cooperation among Neighboring Countries in the East Africa Region: Phase I	Africa	Regional	Capacity Building for Services
2011	Kenya, Tanzania, Rwanda, Uganda	Regional Counter-Trafficking Project to Enhance Protection through Linkages and Cooperation among Neighboring Countries in the East Africa Region: Phase II	Africa	Regional	Operational Tools/Standard Operating Procedures
2011	Timor-Leste	Strengthening Government and Service Providers Responses to Human Trafficking in Timor-Leste: A Capacity Building Initiative	Asia	National	Capacity Building for Services
2011	Mexico	Capacity Building in the Prevention of Migrant Kidnapping and Assistance to Victims of Kidnapping in Mexico	Americas	National	Capacity Building for Services
2012	Nicaragua	Human Rights Protection of Nicaraguan Migrants in Spain	Americas	Regional	Operational Tools/Standard Operating Procedures
2012	Cameroon	Enhancing the Protection of Domestic Workers and Victims of Trafficking in Cameroon: Phase II	Africa	National	Policy Development
2012	Zambia	Building the Capacity of the Department of Immigration to Uphold the Basic Human Rights of Irregular Migrants	Africa	National	Capacity Building for Services
2013	Maldives	Capacity Development in Migration Management in the Maldives	Asia	National	Capacity Building for Services