IOM | UN MIGRATION | IOM DEVELOPMENT FUND

Review of Projects Focusing on Counter-Trafficking and Protection & Assistance to Vulnerable Migrants

2015 – 2019

IOM Development Fund

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Contents

1. EXECUTIVE SUMMARY

The objective of this review is to assess 17 completed CT and PX projects that have been funded by the IOM Development Fund between the years 2015 and 2019. The review aims to identify best practices and challenges in order to provide recommendations to better inform future CT/PX projects or other similar projects.

Key Findings

These findings are based on a one-month rapid assessment. It should be noted that these are drawn from subjective assessments of the projects and not formal ex-post evaluations.

➢ Despite an increase in the IOM Development Fund budget from 2015 to 2019, there have been proportionally fewer number of PX projects implemented in 2019.

➢ CT/PX projects are relatively evenly distributed across regions, with the exception of the Middle East region.

➢ For the purpose of analysis, projects were classified by six different categories: (1) Awareness & Knowledge/Skills Development; (2) Standard Operating Procedures (SOPs) and Guidelines; (3) Operational Tools; (4) Policy Development; (5) Infrastructure; and (6) Specialized Unit. While the level of distribution among these categories was not highly uneven, projects under Category 1, Awareness & Knowledge/Skills Development was the most common with five projects.

➢ Most projects were successful in achieving its outcomes and delivering its expected outputs. Out of 17 completed CT/PX projects, 14 projects (82.4 per cent) fully achieved planned outcomes and delivered expected outputs; two projects had a combination of fully and partially completed outcomes and outputs; one project (5.6 per cent) included outcomes and outputs that were not achieved.

➢ Most projects successfully reached its intended beneficiaries. 14 out of 17 projects (82.4 per cent) reached all intended beneficiaries; three projects (17.6 per cent) did not reach all intended beneficiaries; three projects (17.6 per cent) were able to successfully reach unintended beneficiaries.

➢ More than half of the projects were innovative in its approach. 10 projects (58.82 per cent) reported having produced or involved innovative processes and/or outputs.

➢ All projects encountered challenges during project implementation. Some of the most prominent challenges encountered by the projects include lack of coordination amongst government agencies, difficulty accessing data, political instability, and internal IOM challenges.

➢ Revisions were often needed for projects to achieve its outcomes. 11 out of 17 projects (64.7 per cent) needed a revision to effectively implement the project:

- 5 projects (29.4 per cent) of projects needed a revision and achieved outcomes/outputs within the original agreed timeframe
- 6 projects (35.3 per cent) needed a duration revision to achieve outcomes/outputs

➢ Project impacts were largely constructive. All completed CT and PX projects in this review reported an overall positive impact of the project; most projects created long-term (70.6 per cent) and direct (58.8 per cent) impacts.

➢ Almost all projects ensured project sustainability. Out of the 17 completed CT and PX projects in this review, 16 (94.1 per cent) have had sustainable outcomes and/or outputs. One project did not indicate whether outcomes were sustained.

Key Recommendations

For future projects:

➢ Advance interagency and regional coordination for CT/PX activities

➢ Use a tailored approach to target beneficiaries and focus on vulnerable groups

➢ Promote synergies between relevant projects/initiatives and new partnerships with relevant stakeholders (i.e. private sector)

➢ Encourage innovative processes and outputs by identifying gaps in existing capacities relating to services, tools, procedures, and/or stakeholder and beneficiary groups

➢ Formulate a project sustainability plan prior to project closure in order to strengthen government's buy-in and sustain project outcomes in the long run

➢ Promote local/government ownership of project to sustain outcomes

For improving the development, monitoring and evaluation of IOM Development Fund funded projects:

➢ Assign relevant IOM personnel for countries with no IOM office

➢ Ensure alternative management arrangements after project completion, particularly for global projects

➢ Develop contingency plan for activities susceptible to changing political contexts of countries

2. INTRODUCTION

2.1 Migrants in vulnerable situations and trafficking in persons

Migrants can be highly vulnerable to experiencing exploitation and abuse, including through human trafficking. While there is no internationally accepted definition of a "migrant in vulnerable situations" or "vulnerable migrant," the International Organization for Migration (IOM) relies on the following working definitions:

> "Within a migration context, **vulnerability** is the limited capacity to avoid, resist, cope with, or recover from harm. This limited capacity is the result of the unique interaction of individual, household, community, and structural characteristics and conditions."[1] **Migrants in vulnerable situations** refer to those "who are unable to effectively enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer's heightened duty of care."[2]
>
> **Trafficking in persons** is defined by the *Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime* as "the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs."[3]

There are different patterns of trafficking and forms of exploitation that are prominent in different regions across the world.[4] The availability of data on human trafficking is limited and often unreliable due to its highly sensitive nature. With risks of identifying data subjects and prompting severe repercussions, data on human trafficking often raises privacy and civil liberty concerns.[5]

2.2 Counter-Trafficking and Protection and Assistance to Vulnerable Migrants at the IOM

IOM's Migrant Protection and Assistance Division (MPA) is responsible for providing "protection and assistance to migrants in need".[6] Within MPA, the Assistance to Vulnerable Migrants (AVM) Unit oversees

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[1] IOM, *Glossary on Migration* (Geneva, 2019). Available at https://publications.iom.int/system/files/pdf/iml_34_glossary.pdf.
[2] Ibid.
[3] General Assembly resolution 55/25 on protocol to prevent, suppress and punish trafficking in persons especially women and children (15 November 2000). Available at:
https://www.ohchr.org/en/professionalinterest/pages/protocoltraffickinginpersons.aspx
[4] UNODC, *Global Report on Trafficking in Persons* (Vienna, 2018). Available at: https://www.unodc.org/documents/data-and-analysis/glotip/2018/GLOTiP_2018_BOOK_web_small.pdf.
[5] CTDC, Telling their Stories through Open Data. 2018. Available at https://www.ctdatacollaborative.org/about-us.
[6] IOM, Migrant Protection and Assistance. 2020. Available at https://www.iom.int/migrant-protection-and-assistance.

protection and assistance for victims of human trafficking, as well as other migrants who are vulnerable, or have been subject to violence, exploitation and abuse.

IOM's counter-trafficking responses focus on prevention, protection and prosecution. Since the mid-1990s, IOM has assisted over 100,000 victims of trafficking on a global level, including women, men and children.[7] In undertaking these initiatives, IOM works in partnership with governments, other United Nations (UN) agencies, international organizations, non-governmental organizations (NGOs), the private sector, and academia.

IOM has committed to the 2030 Agenda for Sustainable Development, particularly the following targets and goal[8]:

- **Target 10.7:** Facilitate orderly, safe, regular and responsible migration and mobility of people
- **Target 5.2:** Eliminate all forms of violence against all women and girls in the public and private spheres
- **Target 8.7:** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour
- **Target 16.2:** End abuse, exploitation, trafficking and all forms of violence against and torture of children
- **Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development

The 2030 Agenda for Sustainable Development recognizes migration as an important driver for sustainable development for both migrants and their communities.[9] The IOM has adopted an Institutional Strategy on Migration and Sustainable Development which aims to comprehensively integrate migration and development into policymaking and programming within IOM.[10] Migrants in vulnerable situations are particularly susceptible to exploitation and trafficking, preventing safe and regular mobility. By protecting and assisting migrants in vulnerable situations, IOM can contribute to preventing and eliminating all forms of exploitation, ensuring that human rights are better protected. This can foster safe, regular, and dignified forms of migration and mobility.

In particular, this supports Outcome 1, Deliverable 2 of the Migration and Sustainable Development Strategy which "[supports] governments to enhance pathways for safe and regular migration".[11] It also supports Outcome 2, Deliverable 1 which "[upholds and protects] the rights of migrants and displaced populations".[12] In addition, projects implemented under the IOM Development Fund build the capacities of governments to develop and/or improve policy, legislation, institutional structures, operational systems, human resources, and migration data systems. As such, IOM Development Fund projects directly

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[7] IOM, *World Migration Report 2020* (Geneva, 2020). Available at https://publications.iom.int/system/files/pdf/wmr_2020.pdf.
[8] UN Department of Economic and Social Affairs, Sustainable Development: The 17 Goals. 2020. Available at https://sdgs.un.org/goals.
[9] IOM, Migration and Sustainable Development. 2020. Available at https://www.iom.int/migration-and-development.
[10] Ibid.
[11] IOM, *IOM Institutional Strategy on Migration and Sustainable Development* (Geneva, 2020). Available at file:///C:/Users/User/Downloads/Migration%20and%20Sustainable%20Development%20Strategy.pdf.
[12] Ibid.

support Outcome 3, Deliverable 1 which "[strengthens] institutions and systems to institute good migration governance."[13] With greater institutional capacity of governments to undertake counter-trafficking measures and to provide protection and assistance to vulnerable migrations, migration can be leveraged as effective development strategy to drive sustainable development outcomes that benefit both migrants and their communities.

Furthermore, counter-trafficking and protection and assistance to vulnerable migrants contribute to IOM's Migration Governance Framework. In particular, it aligns with Principle 1 which calls for the "adherence to international standards and fulfillment of migrants' rights" and Objective 3 which aims to "ensure that migration takes place in a safe, orderly and dignified manner".[14]

2.3 The IOM Development Fund and CT/PX Projects

Established in 2001, the IOM Development Fund has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. Since the Fund's creation, it has supported the implementation of over 700 capacity-building projects across 123 benefitting Member States.

As a donor, the IOM Development Fund plays an important role in assisting governments that seek to strengthen their capacities to address and manage migration issues related to migrants in vulnerable situations and trafficking. Under the IOM Development Fund, projects related to counter-trafficking are categorized as "CT" projects. In 2018, counter-trafficking projects were included as part of a new project type namely, protection and assistance to vulnerable migrants, categorized as "PX" projects.

All projects are classified as either primary or secondary project type. Primary types are projects in which the primary objective involves counter-trafficking or protection and assistance to vulnerable migrants. Meanwhile, secondary types are projects that incorporate components of these issue areas but where they do not comprise the main objective.

In 2015, the IOM Development Fund conducted two reviews on completed counter-trafficking related projects between 2008 and 2013: one focusing on prevention and one on protection. In 2020, an updated review was conducted on CT and PX projects funded by the IOM Development Fund between 2015 and 2019.

3. OBJECTIVE

The objective of this review is to assess 17 completed CT and PX projects that have been funded by the IOM Development Fund between the years 2015 and 2019. The review aims to identify the best practices used to successfully achieve these types of projects. In addition, the review seeks to assess challenges encountered during or after project implementation. For positive findings, the review seeks to distinguish

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[13] Ibid.

[14] IOM, *Migration Governance Framework* (Geneva, 2016). Available at https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf.

how to replicate or sustain good practices for future projects. Using negative findings, the review will develop recommendations to indicate how to rectify or avoid obstructive actions for future projects.

The review will focus on evaluating innovative processes and outputs to identify new methods of achieving capacity-building objectives. It will also provide a limited overview of the sustainability and impact of relevant projects to assess the effectiveness of IOM Development Fund's seed-funding initiatives. The findings and recommendations of this review are intended to better inform the IOM Development Fund's wider strategic approach in project development, implementation, and sustainability. It should be noted that the findings in this review are not based on formal project evaluations.

4. METHODOLOGY

4.1 Project and Parameters

This review provides a assessment of all CT and PX projects funded by the IOM Development Fund from 2015 to 2019. This includes CT and PX projects both as primary project types and as a secondary project types. For the purpose of this review, both primary and secondary projects will be referred to collectively as CT and PX projects, unless otherwise specified. While the review provides an overview of all active and completed CT and PX projects, it focuses only on 17 completed CT and PX projects which were assessed based on their outcomes and outputs, revisions, beneficiaries, impacts, sustainability, successes and challenges (see **Annex 2: List of Projects**).

4.2 Data Collection

Once relevant projects were identified, a questionnaire was developed and distributed in September 2020 to respective IOM Missions for their completion (see **Annex 1: Questionnaire**). The questionnaire was framed within the context of completed projects only. The survey included questions on project outcome and outputs, revisions, beneficiaries, impacts, sustainability, challenges, and evaluations. In addition to the questionnaires, final monitoring reports and evaluation reports were reviewed to supplement findings from the questionnaires when necessary. Other project information was gathered through Project Information and Management Application (PRIMA), the IOM website, IOM reports and documents, and other UN websites and reports.

4.3 Data Analysis

Based on the analysis of the collected data from the questionnaires, final reports, evaluations, and other sources, the relevant information was categorized and assessed on a quantitative and qualitative basis. The collected data was categorized and evaluated, in order to carry out statistical analysis and generate visualizations of the results. Recommendations were drawn from the observations made in this report.

4.4 Limitations

This report is the product of an internal review conducted over a one-month period by the IOM Development Fund. As such, it provides an informal, rapid assessment of the relevant projects. Due to time limitations, the review does not provide an in-depth analysis of each project involved and potential

confounding variables. Some information acquired from the questionnaires may be based on subjective assessments (i.e. project impact ranking), particularly for projects without formal ex-post evaluations. Furthermore, due to IOM staff turnover, project managers and relevant personnel who were directly involved in project implementation were unavailable for some projects. As a result, the depth of the assessments and information provided in some questionnaires may be limited or incomplete. Finally, while there are ongoing active CT and PX projects between 2015 and 2019, the scope of the review only includes completed projects. Because the sample size is relatively small, the validity of the findings and trends cannot be fully assessed.

5. FINDINGS

5.1 Project Types

Figure 1 shows the proportion of CT and PX projects relative to all IOM Development Fund funded projects between 2015 and 2019. *Figure 2.a* shows the number of CT and PX projects per year from 2015 to 2019, in comparison to all IOM Development Fund projects each year. *Figure 2.b* shows the proportion of these projects, as a percentage, relative to all projects per year. The number of CT and PX projects have increased each year. However, while the number of total projects increased significantly in 2019, the overall proportion of PX projects decreased by a considerable amount from previous years.

Figure 1: Proportion of CT/PX projects, 2015-2019

- Primary CT/PX
- Secondary CT/PX
- Other
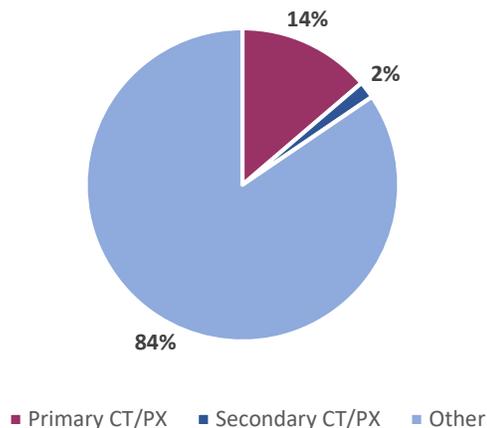
Figure 2.a: Number of CT/PX projects by year


- Primary CT/PX
- Secondary CT/PX
- Other
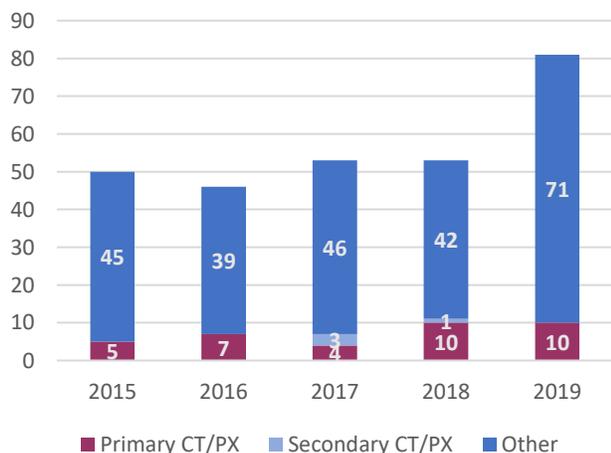
Figure 2.b: Percentage of CT/PX related projects relative to all other projects

Figure 3 provides an overview of the project status of all CT and PX projects between 2015 and 2019. Out of 40 CT and PX projects funded by the IOM Development Fund, 17 projects (42.5%) have been completed while 23 projects (57.5%) are still active and ongoing.

Figure 3: Project status of CT/PX projects by year, 2015-2019
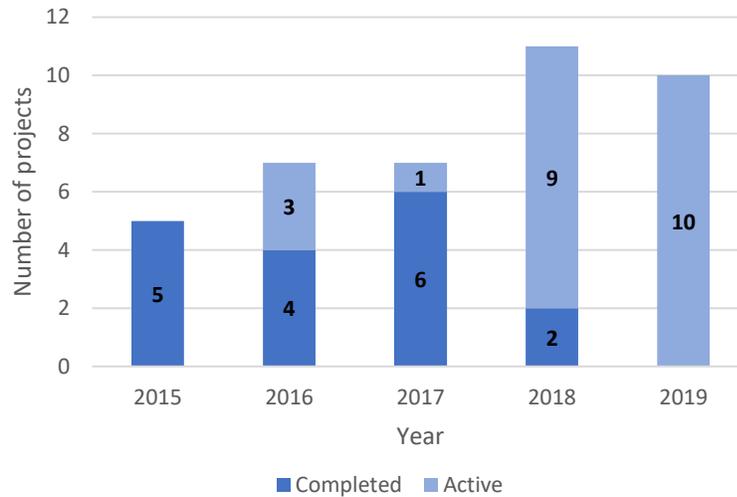
5.2 Budget

Figure 4: Total proportion (%) of CT/PX projects funded by the IOM Development Fund. 2015-2019
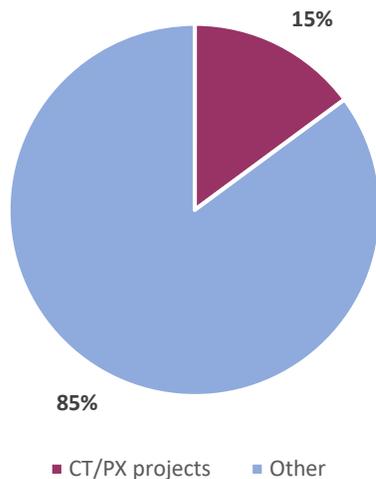

Figure 4 shows the total proportion of the IOM Development Fund's budget allocated to all CT and PX projects from 2015 to 2019, relative to other project types. As a whole, 15 per cent of IOM Development Fund's budget was allocated to CT and PX projects.

Meanwhile, *Figure 5* below compares the IOM Development Fund's total amount of funding per year distributed globally for all project types with the total funding granted per year for CT and PX projects. This comparison takes into account all active and completed projects between 2015 and 2019. *Figure 6* illustrates the proportion of IOM Development Fund's total budget allocated per year towards CT and PX projects between 2015 and 2019. The trends shown in *Figure 5* and *Figure 6* show that while IOM Development's budget has increased significantly, there has been proportionally less funding towards CT and PX projects since 2019. This is inconsistent with trends from previous years where the proportion of funding for CT and PX projects steadily increased. As mentioned in the previous section, since 2019, there have been decreased number of PX projects implemented, relative to other project types.

Figure 5: IOM Development Fund budget distributed to CT/PX projects per year, as total amounts (USD)
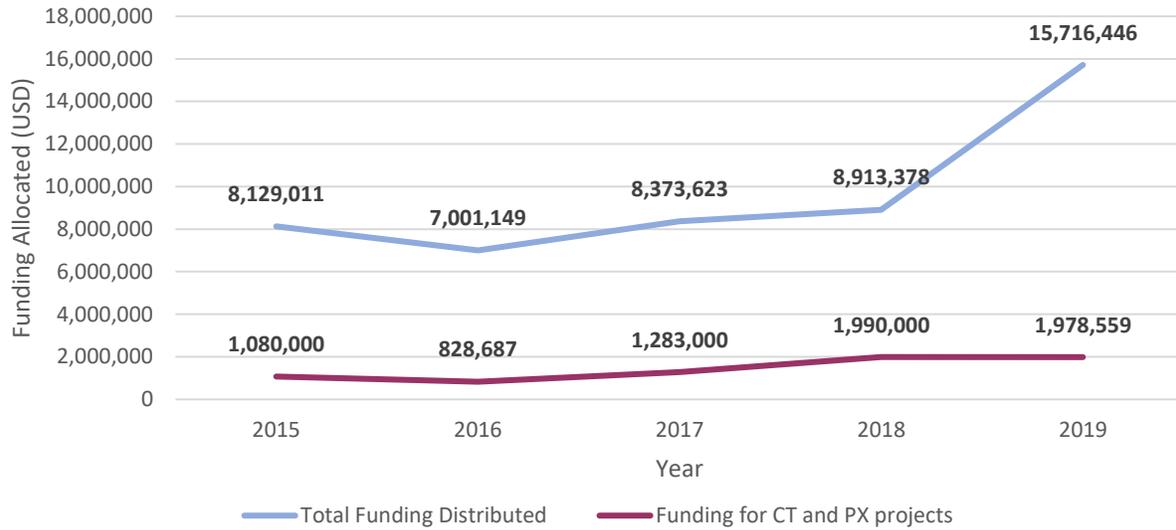
Figure 6: Proportion of total IOM Development Fund budget allocated per year towards CT and PX projects, as percentages (%)
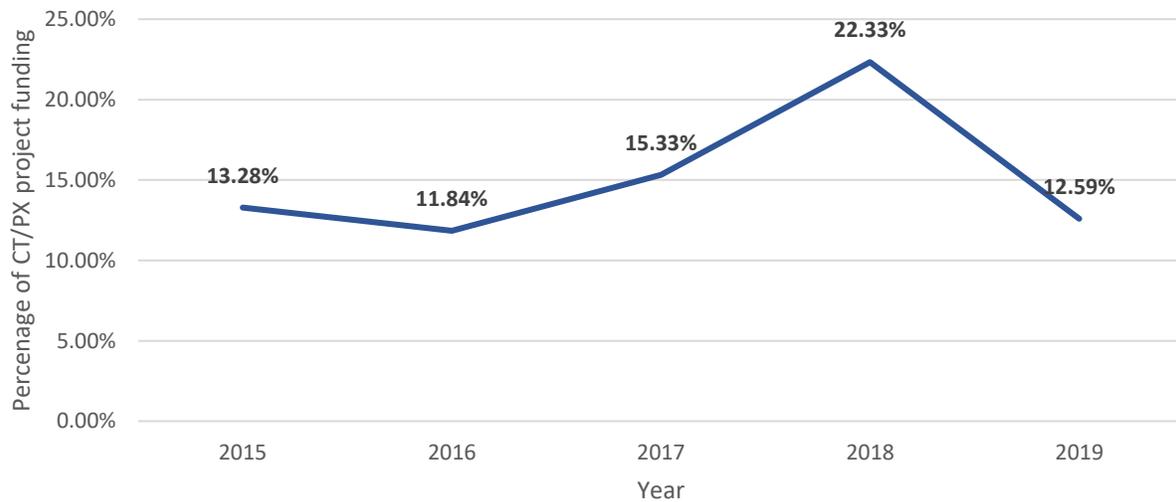
To qualify for IOM Development Fund funding, countries must be designated by the World Bank as low-to upper middle-income economies. There are two lines of IOM Development Fund funding (Line 2 increased from January 2020, as a result of a recommendation from the 3rd Evaluation of the Fund which led to a revision to the SCPF Resolution No. 18 in late 2019.):

1. **Line 1:** USD 100,000 for national and regional projects (with exceptional increases at the regional project level up to USD 200,000); and
2. **Line 2:** USD 300,000 for national projects and USD 400,000 for regional projects.

As shown in *Figure 7*, the majority of the CT and PX projects between 2015 and 2019 acquired Line 2 funding. Out of 40 projects, 35 CT/PX projects (85.7 per cent) received Line 2 funding whereas only 5 (14.3 per cent) received Line 1 funding.

Figure 7: Number of CT/PX projects with Line 1 and 2 funding, 2015-2019
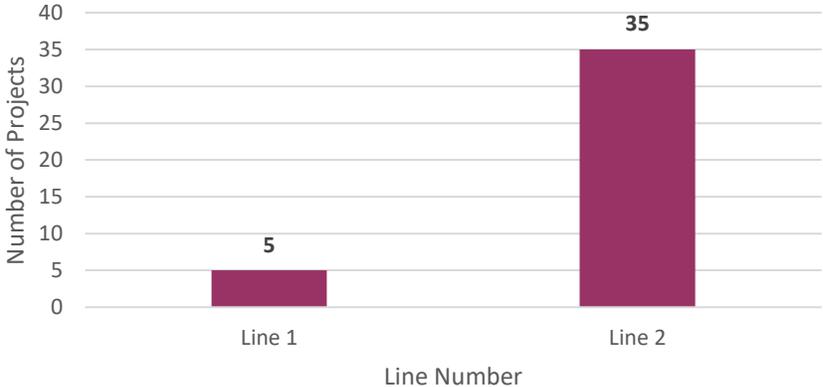
5.3 Region

IOM Development Fund projects are categorized by six regions: (1) Africa; (2) Americas and the Caribbean; (3) Asia and Oceania; (4) Europe; (5) Middle East; and (6) Global or inter-regional. *Figure 8* shows the regional distribution of all 40 CT and PX related projects (as a percentage) funded between 2015 and 2019. While there is some level or proportional distribution, the highest number of CT and PX projects were implemented in the Latin America & Caribbean region, followed by Asia & Oceania, then Africa. During the time period under review, there were no CT and PX projects approved for the Middle East.

Figure 8: Regional distribution of CT/PX projects between 2015-2019, by percentage
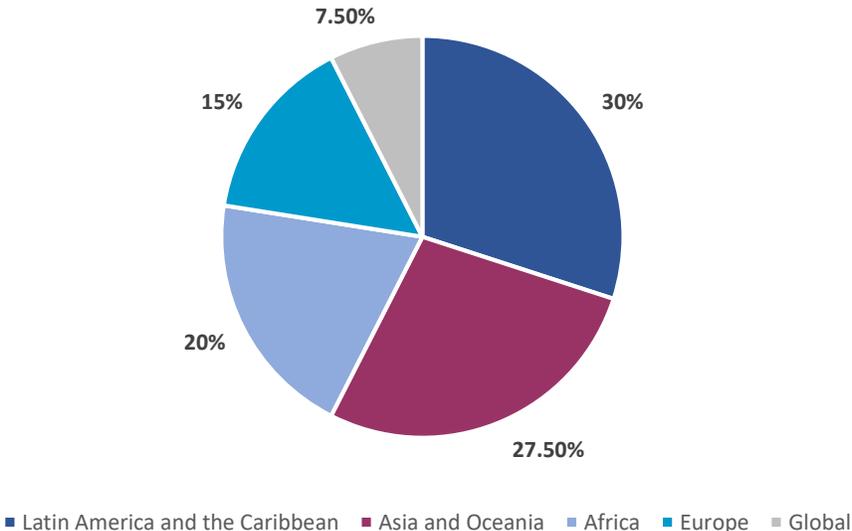
Table 1 shows the regional distribution of CT and PX projects per year. For the most part, projects funded in Latin America & the Caribbean have become more prevalent over the time period, whereas projects in Africa, Asia & Oceania, and Europe have largely had a consistent occurrence. In 2019, the distribution of projects ranged through all regions, except the Middle East where no projects were approved during the time period.

Table 1: Regional distribution of CT/PX projects, per year (2015 to 2019)

Year	Region	Number of projects
2015	Africa	1
	Asia & Oceania	2
	Europe	1
	Latin America & the Caribbean	1
2016	Africa	3
	Global	1
	Latin America & the Caribbean	3
2017	Asia & Oceania	3
	Europe	1
	Latin America & the Caribbean	3
2018	Africa	1
	Asia & Oceania	3
	Europe	3
	Latin America & the Caribbean	4
2019	Africa	3
	Asia & Oceania	3
	Europe	1
	Global	2
	Latin America & the Caribbean	1

5.4 Project Categories

Based on the main project goals and results, the 17 completed CT and PX were classified by six different project categories: (1) Awareness and Skills/Knowledge Development; (2) Standard Operating Procedures (SOPs) and Guidelines; (3) Operational Tools; (4) Policy Development; (5) Infrastructure; and (6) Specialized Unit/Task-Force. It should be noted that while projects are categorized for this review, the outcomes and outputs did overlap several categories.

1. **Awareness & Skills/Knowledge Development:** Projects that focus on raising awareness or building the knowledge and skills of government actors and other relevant stakeholders, with the purpose of improving institutional capacity to provide services/assistance to vulnerable migrants. This is achieved through training workshops, knowledge-building activities, awareness campaigns, etc.

2. **SOPs and guidelines:** Projects that focus on promoting, enhancing or developing standard operating procedures, operational guidelines or principles, best practices, manuals or handbooks to improve services/assistance to vulnerable migrants.

3. **Operational tools:** Projects that focus on promoting, enhancing, or developing operational tools with the purpose of supporting initiatives to protect and assist vulnerable migrants and counter trafficking in persons, including by using databases, online portals, information systems, mobile applications, etc.

4. **Policy development:** Projects that focus on enhancing or developing policy documents, legislations, policy implementation, or national plans aimed at countering trafficking in persons and protecting and assisting vulnerable migrants.

5. **Infrastructure:** Projects that focus on enhancing or developing infrastructure for the purpose for providing services/assistance to vulnerable migrants, such as resource centres and schools.

6. **Specialized Unit:** Projects that focus on creating and assigning specialized units or taskforces that are mandated to undertake counter-trafficking initiatives or providing services/assistance to vulnerable migrants.

Figure 9: Completed CT/PX projects by project category, 2015-2019

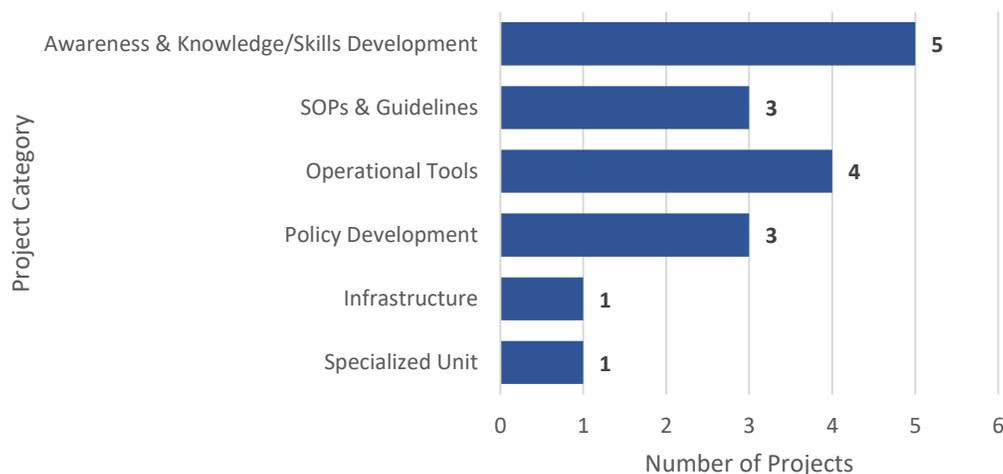*Figure 9* displays the number of completed CT and PX projects in each project category. Projects in the Category 1, Awareness & Knowledge/Skills Development, are the most common, comprising 5/17 projects, 29.4 per cent of the projects. Projects in Category 3, Operational Tools, follow with 4/17 projects, 23.5 per cent. Categories 2 and 4, SOPs & Guidelines and Policy Development, each comprise 3/17

projects, 17.6 per cent of total projects. Finally, projects in both Categories 5 and 6, Infrastructure and Specialized Unit, are the least common comprising 1/17 projects, 5.9 per cent each. *Table 2* indicates the projects under each category:

Table 2: Projects and Categories, 2015-2019

Project Category	Projects (Refer Annex 2: List of Projects)
Awareness & Knowledge/Skills Development	CT.0940, CT.1003, CT.1093, CT.1168, CE.0373
SOPs & Guidelines	CT.0921, CT.0975, CT.0985
Operational Tools	CT.0887, CT.0938, CT.0944, LM.0321
Policy Development	CT.1061, CT.1082, CT.1095
Infrastructure	CT.0988
Specialized Unit	PX.0009

5.5 Outcomes and Outputs

> According to the IOM Project Handbook, ***outcomes*** are the broader "intended changes in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries".[15] Examples of outcomes include policy development, training of trainers, and the use of the standard operating procedures in everyday processes, etc.
>
> *Outputs* are the narrower "intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities".[16] Examples of outputs include officials trained in counter-trafficking activities, and standard operating procedures available, etc.

Out of the 17 completed CT and PX projects in this review, 14 projects (82.4 per cent) fully achieved planned outcomes and delivered expected outputs. Two projects (CT.1061 and CT.1095) had a combination of fully and partially completed outcomes and outputs. While outcomes were achieved, these projects had one output each that was partially delivered or adjusted. CT.1061 produced a mobile application, MigApp, which was available as planned, but only in one language. At the time of completion, the inclusion of other relevant languages was still in process. Meanwhile, CT.1095 did not deliver a training workshop at the central government level as planned due to the country's socio-political crisis, and instead delivered a training at the local level. Only one project (CT.0944) had outcomes that were not met or produced as well as partially delivered. CT.0944 partially achieved two out of four outcomes and failed to deliver one because the incorporation of the payment system of the project's online crowd-funding portal was incomplete. For this reason, the online portal did not go live as planned.

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[15] IOM, *IOM Project Handbook* (Geneva, 2017).
[16] Ibid.

Outputs produced under projects in Category 1, Awareness & Knowledge/Skills Development, are outlined in *Table 3*. In relation to counter-trafficking and protection and assistance to vulnerable migrants, these outputs led to outcomes of strengthened or increased capacity of local authorities, judiciary, and government; awareness among relevant actors; flow of information; VoTs and potential VoTs reported, identified and/or referred; management of VoTs cases; judicial capacity; protection of rights of VoTs and potential VoTs; and improved social and economic conditions.

Table 3: Outputs produced under Category 1 projects, Awareness & Knowledge/Skills Development

Project	Outputs
CT.0940	Training for various actors; awareness-raising events; exchange of best practices (via national committees established)
CT.1003	Training on issue of trafficking in persons; database developed to register VoTs; awareness campaign
CT.1093	Skills & knowledge of judicial staff to apply law; methodologies/tools to identify & protect VoTs; awareness raising activities
CT.1168	New skills & knowledge to apply law; access to information for vulnerable populations
CE.0373	New mechanisms and information available to provide guidance; technical assistance for income-generation pilot initiative

Outputs delivered under Category 2, SOPs and Guidelines, are outlined in Table 4. These outputs led to outcomes of strengthened or increased engagement of government and private sector; practice of ethical recruitment by private companies and suppliers; guidance with strategies to increase capacities, cooperation mechanism with guides; skills to identify and screen migrants for vulnerabilities and refer for services/assistance.

Table 4: Outputs produced under Category 2 projects, SOPs and Guidelines

Project	Outputs
CT.0921	Enhanced understanding of Corporate Social Responsibility (CSR) principles among companies and governments; access to information on good practices; awareness of risks of exploitation/trafficking in supply chains; private companies & suppliers identified for technical assistance; acquired skills and knowledge; new partnership between government and private sector, training on Corporate Responsibility to Eliminate Slavery and Trafficking (CREST) framework
CT.0975	Guideline; conclusions and guideline documents
CT.0985	*IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse*

Outputs produced under Category 3, Operational Tools, are outlined in *Table 5*. These outputs led to outcomes of identification of needs, gaps, and successful past CT interventions; increased understanding of and capacity to address needs/gaps; improved identification, protection, and attention of migrants;

institutional integration of online portal with IOM policies/programmes; greater willingness to practice safe and informed migration; and improved capacities to assist migrant workers.

Table 5: Outputs produced under Category 3 projects, Operational Tools

Project	Outputs
CT.0887	Streamlined assessment tool; comprehensive final report analysing data using assessment tool; presentation of report to stakeholders
CT.0938	Information system for registration, referral, and follow-up of cases of protection services requested by migrants; strengthening of technical capacities and knowledge of consular official
CT.0944	Online portal for crowdfunding; SOPs on how to assist trafficking survivor through portal
LM.0321	Online job portal; accurate and reliable information available on job portal; manual for counselling services; capacity-building trainings; Training of Trainers (ToTs)

Outputs produced under Category 4, Policy Development, are outlined in Table 6. These outputs led to outcomes of improved national legislation to counter trafficking in persons; applied knowledge and skills of trained law enforcement and NGOs; creation and/or update of public policies; law implemented through institutional assistance and protection of VoTs; law implemented through strengthened institutional capacity to investigate and condemn traffickers.

Table 6: Outputs produced under Category 4 projects, Policy Development

Project	Outputs
CT.1061	Regional assessment; recommendations; employed information & communications technology strategies; mobile phone awareness application; improved capacity, knowledge, skills of law enforcement and NGOs
CT.1082	Diagnosis on empowerment/protection of migrant women; protocol of care and protection for women; shared good practices and recommendations
CT.1095	Training plan; strengthened capacities to promote attention & protection services; self-train into consular protection and affairs; resources and technological channels for services; strengthened capacity for investigation and sanction of crimes; research agencies have resources and evidence retention in cases of trafficking in persons

Outputs under Category 5, Infrastructure, are outlined in *Table 7.* These outputs led to the outcomes of the MRC being an ideal space for specialized care for vulnerable migrants and officials providing differentiated attention to migrants.

Table 7: Outputs produced under Category 5 projects, Infrastructure

Project	Outputs
CT.0988	Rehabilitation of a Migrant Reception Centre (MRC); border control staff training; and provision of material and equipment to a Migration School

Outputs under Category 6, Specialized Unit, are outlined in *Table 8.* These outputs led to the outcome of successfully identifying trafficking in persons and prosecuting perpetrators.

Table 8: Outputs produced under Category 6 projects, Specialized Unit

Project	Outputs
PX.0009	Establishment of new Special Anti-Trafficking and Smuggling Investigation Unit; increased cooperation and capacities to identify, prosecute, and prevent trafficking in persons

5.6 Beneficiaries

14 out of 17 projects (82.4 per cent) reached all intended beneficiaries. Main project beneficiaries include government officials, institutions, non-governmental organizations (NGOs), civil society organizations (CSOs), irregular migrants, victims and potential VoTs, private sector entities, and legal and judicial representatives. Three projects (17.6 per cent) did not reach all intended beneficiaries: two projects (CT.1093 and CT.0940) fell short of attaining the target number of beneficiaries while one project (CT.0944) did not reach its beneficiaries due to the inability to deliver main project outcomes.

Three projects (CT.1003, CT.1082, and CT.1093) were able to successfully reach unintended beneficiaries. These unintended beneficiaries include:
- the wider citizenry, (reached through public awareness campaign under project CT.1003);
- national institutions for women protection and migration (reached through involvement in reviewing guidelines and regional forum under project CT.1082); and
- students (reached through training under project CT.1093).

5.7 Innovative Processes

IOM Development Fund seed-funding aims to foster innovative projects to address Member States' capacity-building needs. The Fund encourages innovative processes and outputs to promote new ideas and inventive solutions to key issues related to migration management.

Out of the 17 completed projects in this review, 10 projects (58.82 per cent) reported having produced or involved innovative processes and/or outputs. These are outlined in *Table 2*:

Table 2: Innovative processes or outputs by projects

| Project ID	Innovation(s)
CT.0921	The project involved private sector engagement including with companies in SEZs and recruitment agencies, which was a relatively new stakeholder group for IOM. A documentation of successful interventions was developed for IOM's internal use to guide IOM in effectively building more strategic private partnerships in the future.

CT.0938	The project developed the standardization and homologation of the protection services that the Ministry of Foreign Affairs provides through its consular network to Honduran migrants, developing work sessions and consultation spaces with consuls and ambassadors from Mexico and the United States mainly, as well as protection officers and high-level officials from the Chancellery.
CT.0944	6Degree.org was the world's first crowd funding portal enabling the public to directly support the assistance and reintegration of individual survivors of human trafficking in a safe and secure way by donating towards IOM's time-tested assistance mechanisms.
CT.0985	This project produced a new *IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse* . The approach to developing the Handbook involved extensive consultation with a broad range of UN agencies, IOM staff, experts and representatives of VoTs.
CT.0988	This project produced an informal repository of teaching resources built through the collection of cases and real emblematic situations faced at the different border posts. These were resourceful for discussion and case studies during trainings.
CT.1003	Local public service announcements were developed using local models and popular faces of St. Lucia, with the purpose of conveying a stronger message that resonated throughout the country, rather than using conventional communications and awareness raising methods.
CT.1061	A mobile awareness application was developed to cover the whole Central Asian region. Furthermore, a training module for law enforcement was developed and translated to Kazakh, Kyrgyz and Tajik languages to be promoted to local law enforcement academies and included in their curriculum.
CT.1082	This project developed regional guidelines on the assistance and protection of women in the context of migration. The diagnosis undertaken as part of the project concluded that no regional (or national) instrument of this kind had been developed prior to this.
LM.0321	The project successfully launched and established an online job portal which contains up-to-date information on verified jobs in destination countries. The Job Portal is linked to select Migrant Resource Centres (MRCs) across Nepal.
PX.0009	This project supported the establishment of Special Anti-Trafficking and Smuggling Investigation Unit. IOM advocated for the employment of female officers in order to ensure gender sensitive approach.

The innovative processes and outputs produced by the respective projects addressed gaps in existing capacities in relation to partnerships, services, tools, guidance documents, and beneficiary groups. Through these innovative processes, the respective projects successfully overcame these gaps.

5.8 Challenges

All projects encountered challenges during project implementation. The Figure below highlights 13 common challenges faced by projects in this review and the number of projects that have encountered each one. Some of the most prominent challenges encountered by the projects include a lack of coordination amongst government counterparts, difficulty accessing data, political instability, and internal IOM challenges. Seven other challenges not listed were also highlighted by projects. These include security issues related to public disturbances and riots; delays in producing project outputs due to changes in SOPs; changing incumbents of project partner; issues related to private sector engagement; lack of consensus among partners; and new policies hindering project design.

Figure 10: Challenges Encountered by IOM Development Fund funded CT and PX projects, 2015-2019
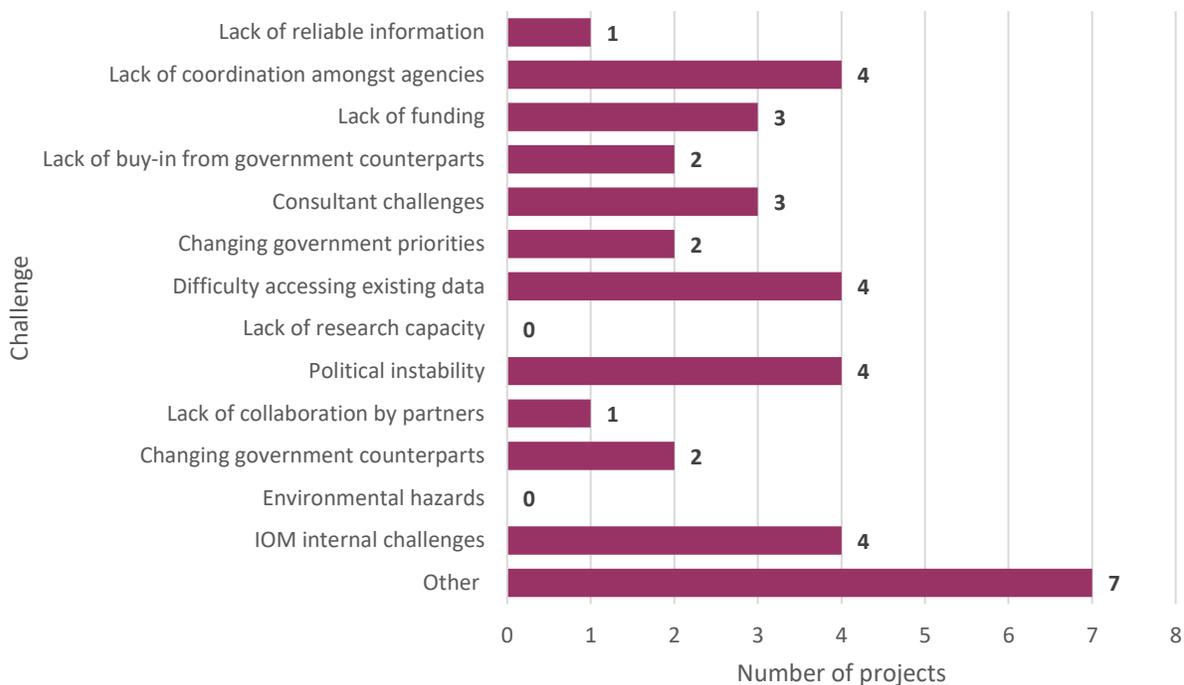
Due to challenges encountered during project implementation, six out of 17 projects or 35.3 per cent (CT.0938, CT.0940, CT.0944, CT.0975, CT.1003, CT.1095) were unable to realize some activities or outputs. Five projects (29.41 per cent) also indicated that there were some weaknesses in the project design that were uncovered during project implementation. For four of these projects, possible ways of improving these weaknesses were specified:

- **CT.0975 –** This project found that the formulation of the Results (Matrix (RM) did not meet the IOM Project Handbook's requirements of vertical and horizontal logic. A suggested improvement was to revise the document based on IOM's Project Handbook.

- **CT.0938 –** This project found difficulties in defining indicators and their measurements due to unclear links between level of outputs and expected results of the project. To mitigate this, more information on the specific needs and gaps that the project intended to address was suggested.
- **CT.1093 –** This project involved 10 beneficiary state institutions. However, there was a lack of preparation with regard to managing the collection of feedback from beneficiary state agencies, thereby significantly delaying the project start. A suggested improvement was to analyze the results framework and completing the monitoring matrix to track activity progress and project performance.
- **CT.1003 –** The project start was significantly delayed due to the reliance of recommendations under a different project. This could be mitigated by changing the project inception date, pending the deliverables of the other project.

5.9 Revisions

Figure 11 and *Figure 12* show the number of projects that achieved project completion within the originally agreed timeframe and the number of projects that requested a revision to effectively implement the project, respectively. There were 11 out of 17 projects (64.7 per cent) that successfully completed the project within the original timeframe. For 11 out of 17 projects (64.7 per cent), a revision was needed to effectively implement the project. However, for projects including CT.0985 and CT.1061, a revision was desirable to achieve more effective results or to sustain outcomes, but not critical for completion. Four projects (CE.0373, CT.1082, CT.1093, and PX.0009) were completed without any revisions.

Figure 11: Completion of project within original timeframe, by number of projects

6

11

■ Yes ■ No
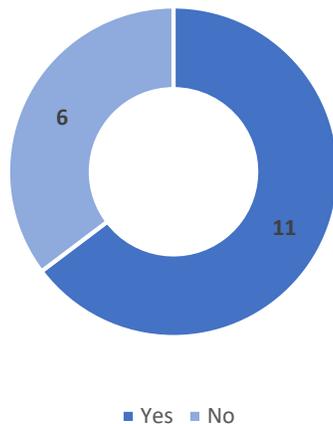
Figure 12: Projects with revisions

6

11

■ Yes ■ No

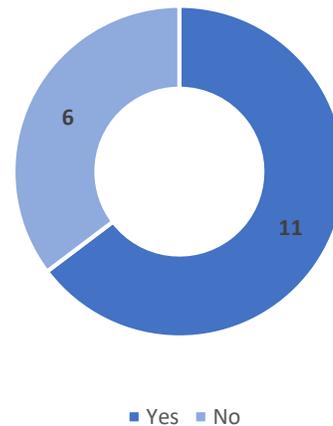*Figure 13* shows the different types of revisions that are were applied: budget, duration, or results matrix It is possible that multiple types of revisions were undertaken for a single project, depending on the requirements of the projects. While a total of 11 projects requested a revision, there were four projects (23.5 per cent) that requested several types of revision: two projects (CT.0921 and CT.0944) involved two

revision types (budget and results matrix; budget and duration) and two projects (CT.1168 and CT.0938) involved all three revision types.

Reasons for seeking revisions include the re-allocation of remaining funds (savings) towards other activities or outputs; adjustment of outputs based on priority areas and feedback from stakeholders; changes in government priorities; project extension considering redefined/modified products and activities; delays in project start or implementation of activities; and requirement to change modus operandi due to the innovative nature of project.

For a majority of the projects that underwent a revision, the project outcomes were achieved 8/11 responses), as showcased by *Figure 14*.

Figure 13: Types of revisions undertaken

- Budget
- Duration
- Results Matrix
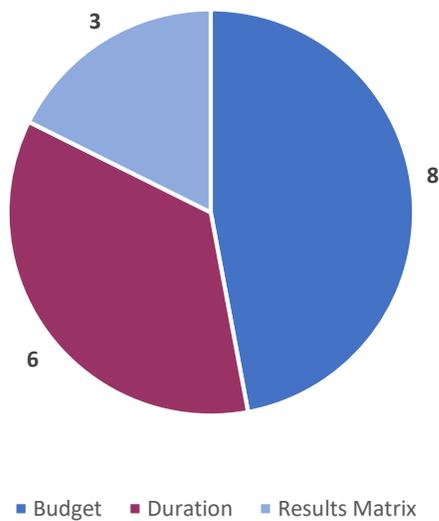
Figure 14: Response to whether revision allowed project outcomes to be achieved, by number of projects


- Partially
- Yes
- No
- N/A
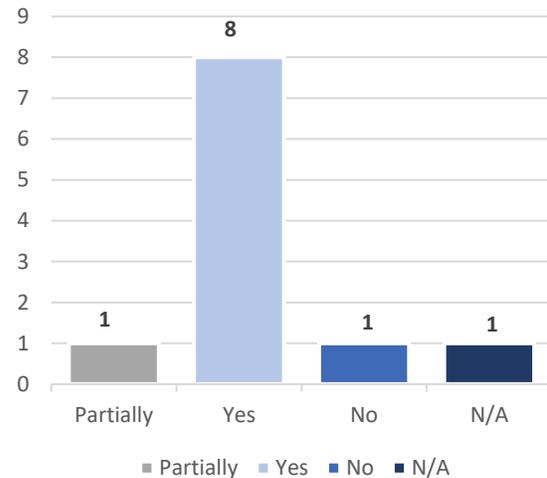
5.10 Impact

According to the IOM Project Handbook, *impact* is an evaluation criterion that assesses the positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally.[17]

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[17] IOM, *IOM Project Handbook* (Geneva, 2017).

All completed CT and PX projects in this review reported an overall positive impact of the project. *Figure 15* displays the types of impacts produced by projects. Followed by positive impacts, most projects created long-term (12/17 - 70.6 per cent) and direct (10/17 - 58.8 per cent) impacts. Long-term impacts refer to projects that were able to sustain project outcomes and create lasting changes related to the project objective. Direct impacts imply interventions that directly impacted its targeted beneficiaries.

Figure 15: Types of impacts produced by completed CT/PX projects, by number of projects (2015-2019)
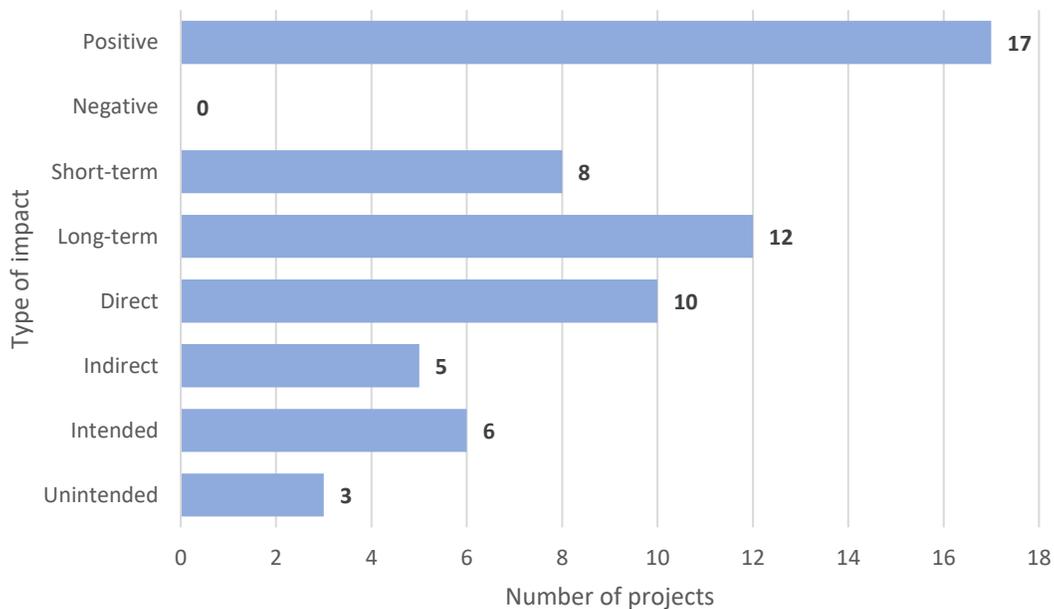
Using a five-point rating system, the overall impact of completed CT/PX projects were assessed. Two projects (CT. 0938 and CT.1168) rated the overall impact as five out of five, indicating evidence of strong contribution, exceeding the level expected by the intervention. CT.0938 achieved the expected results and expanded its planned scope of reach by developing an information system. Meanwhile, CT.1168has successfully doubled the number of identified VoT's after building the capacities of professionals from relevant institutions.

The majority of the completed projects (13/17 - 76.5 per cent) rated the overall impact of the project as four out of five, signifying that there is evidence of good contribution of the project but with some areas for improvement remaining. These projects indicated having successfully achieved outcomes related to counter-trafficking, sustained its outcomes, and reached all beneficiaries.

One project rated the overall impact as three out of five (CT.0940) and one as two out of five (CT.0944), indicating the need for continued/significant improvements. The latter project indicated that the original project idea, while unsuccessful in delivering its outcomes, still remains viable for expansion. *Figure 16* below shows the distribution of the ratings assigned to the respective projects.

Figure 16: Overall project impact rating (out of 5), 2015-2019
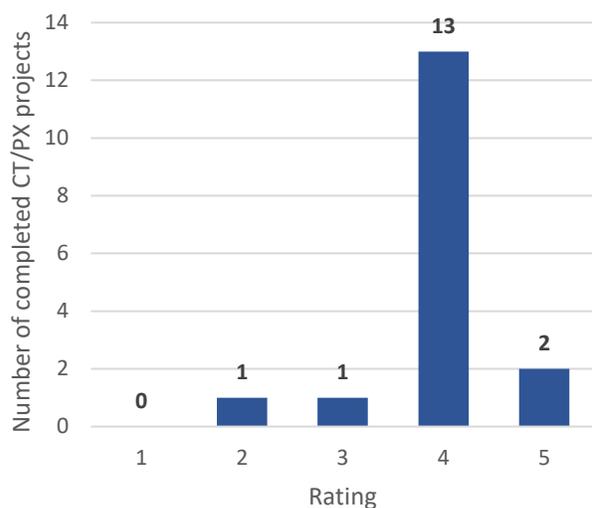
A number of different actors were impacted by the changes produced by the projects. These include VoTs and potential VoTs, government agencies, law enforcement personnel, ambassadors and consular officials, private sector entities, job seekers, members of the judiciary, social organizations, families, social workers and counsellors, and other national institutions.

10 out of 17 projects[18] (58.8 per cent) reported unforeseen positive impacts produced by the project. Some of these impacts include the involvement of actors that were not targeted; enhanced cooperation between stakeholders; exchange of information and best practices; improved coordination in the provision of services to VoTs; new partnerships; the advancement of project objectives by using cost savings for other activities; and expansion of project reach.

Conversely, two projects (CT.0988 and CT.1095) also reported unforeseen negative impacts produced by the project, albeit they were beyond the project's control and involved political sensitivities and processes. For example, due to high political sensitivities, uncertainties were raised with regard to the relationship between IOM and government counterparts.

5.11 Sustainability

> According to the IOM Project Handbook, *sustainability* refers to the durability of a project's results, or the continuation of the project's benefits once external support ceases.[19]

Out of the 17 completed CT and PX projects in this review, 16 (94.1 per cent) have had sustainable outcomes and/or outputs. One project (CT.1093) did not indicate whether outcomes were sustained. Various organizations and entities were responsible for sustaining project outcomes including IOM, government ministries, private sector, NGOs, legal authorities and institutions, and other organizations. The following are some examples of methods used to sustain project outcomes:
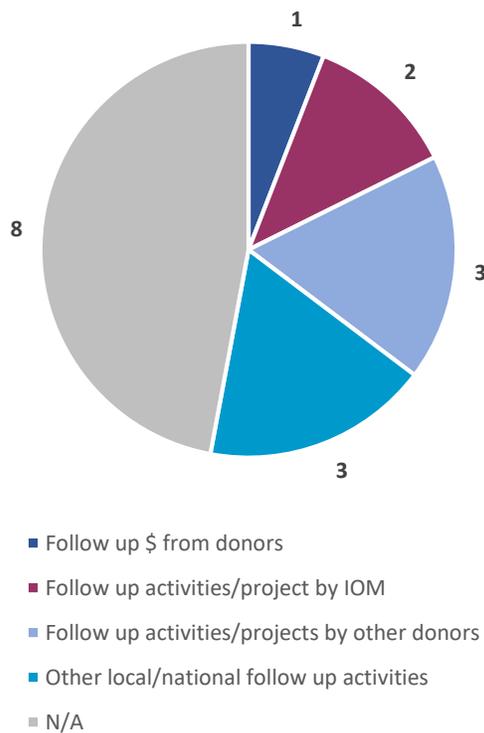
- Trainings and training curricula
- Knowledge transfers
- Continued partnerships

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[18] Projects with unforeseen positive impacts include CT.1093, CT.0887, LM.0321, CT.0940, CT.1095, PX.0009, CT.1082, CT.0921, CT.1168, and CT.1003.

[19] IOM, *IOM Project Handbook* (Geneva, 2017).

- Continued meetings
- Integration of outcome/findings with existing systems/practices
- Routine systems
- Technological assistance
- Annual reporting/other evaluations
- Promotional events
- Appointment of personnel to maintain outcome

Figure 17: Number of projects with follow up budget allocation or activities/projects

- Follow up $ from donors
- Follow up activities/project by IOM
- Follow up activities/projects by other donors
- Other local/national follow up activities
- N/A

As shown in *Figure 17*, over half of the completed CT and PX projects had some form of follow-up budget allocations or follow-up activities/projects after project completion.

Out of the completed projects, one project (CT.0985)) indicated follow-up budget allocation from the Department of International Development (DFID). Two projects (CT.1168, PX.0009) had follow up activities or projects implemented by IOM while three projects (CT.0921, CT.1003, CT.1082) had follow-up activities or projects implemented by other donors or organizations including the Swiss Agency for Development and Cooperation (SDC); the UN Development Programme; the Government of Luxembourg; and the United States Department of State's Office to Monitor and Combat Trafficking in Persons. Three projects (CT.0938, CT.1061, CT.1095) indicated other local or national follow up activities that were continued including meetings and consultations and the dissemination of research

Reasons for not sustaining outcomes included lack of resources; lack of promotional efforts; challenges related to development of crowd funding portal and continued uncertainty about its integration as an IOM tool; discontinued activities such as seminars related to project outcome; lack of continued IOM assistance; and lack of updated programmes or materials.

6. RECOMMENDATIONS

Based on the lessons learned drawn from the successes and challenges faced by projects, the following recommendations are made to inform the IOM Development Fund's strategic approach for future projects:

➢ **Advance interagency and regional coordination for CT/PX activities:** This review found that one of the primary challenges faced by projects was a lack of coordination among government institutions and agencies. To overcome this issue, future projects should prioritize and increase efforts to foster coordination among different agencies. Whenever possible, there should also be an emphasis on coordinating with other countries in the region. This was indicated to be important for CT/PX projects because counter-trafficking initiatives require a multi-disciplinary approach and regional collaboration. Interagency and regional collaboration could generate opportunities to interact with different peers and colleagues to raise awareness, share knowledge, and profit from useful tools and materials.

➢ **Use a tailored approach to target beneficiaries and focus on vulnerable groups:** For future projects, a tailored approach to strategically support a few targeted state institutions (or other relevant actors) as the main beneficiaries, with a specific mandate to counter-trafficking and protect and assist VoTs, could help to produce successful project results. In designing the project, there should be a clear focus on supporting vulnerable groups and their differentiated needs when dealing with assistance and services. These should be identified and incorporated in the project design.

➢ **Promote synergies between relevant projects/initiatives and new partnerships with stakeholders:** Synergies with other initiatives and projects can allow for increased reach to beneficiaries and greater expected impacts. Future projects can benefit from synergies in areas of promotion, visibility and funding. There should be clear expectations and commitments (i.e. through Terms of Reference) for better collaboration efforts. New partnerships can also be leveraged to produce successful project results. For example, under project CT.0921, new collaborative efforts with the private sector have shown that it can be conducive to reducing risks of trafficking in persons and forced labour in supply chains.

➢ **Encourage innovative processes and outputs by identifying gaps in existing capacities relating to services, tools, procedures, and/or stakeholder and beneficiary groups:** Many of the innovative processes or outputs highlighted in this review targeted areas or groups that were previously unaddressed. For example, CT.1082 faced difficulty accessing data in relation to migrant women as there was no existing tools that approached a migrant women thematic or which aimed to assist and protect women. Because these gaps in relation to migrant women were identified, it allowed for innovative developments in this area. Similarly, having identified gaps in IOM's partnership with the private sector, project CT.0921 targeted private businesses to work towards better protecting migrant workers. When designing projects, similar gaps in existing capacities or stakeholder/beneficiary groups should be identified to encourage innovative outputs in these areas.

➢ **Formulate a project sustainability plan prior to project closure to ensure outcomes can be sustained:** This review highlighted that some reasons that projects did not sustain its outcomes after project completion involved a discontinuation of activities due to a lack of resources and

assistance, among other reasons highlighted in the report. To mitigate this, projects should pre-emptively formulate a sustainability plan prior to its completion in order to ensure outcomes have long-term impacts. This can be accomplished by coordinating with local and government counterparts to identify next steps and more effectively guide key activities after project completion.

> **Promote local/government ownership of project to sustain outcomes:** Multiple projects have indicated that project ownership by local and government counterparts have been important for ensuring project sustainability. To achieve this, the direct inclusion and participation of local and government counterparts in all phases of project development and implementation should be prioritized. For some projects, this has emerged as a good practice to promote greater commitment from the local level to continue sustaining project outcomes. Selecting a sustainable project partner that will function after the project period is key. To create more sustainable future projects, project ideas should also be aligned with national strategies and action plans. Consultations and coordination with government counterparts can help achieve this.

The following recommendations are made for improving the development, monitoring and evaluation of IOM Development Fund funded projects:

> **Assign relevant IOM personnel for countries with no IOM office:** In countries where there is no IOM office, it can be time consuming to engage with government focal points for making key decisions in projects. This was the case with project CT.1003. Consideration should be made for IOM Development Fund projects for recruiting project coordinators and assistance particularly in countries with no IOM presence.

> **Ensure alternative management arrangements after project completion, particularly for global projects:** Projects should follow a structured process to ensure alternative management processes and solutions can be implemented after project completion to allow for project sustainability and successful continuation of outcomes. This is particularly important for projects with wide geographical coverage or global projects where clear coordination and management are key. For example, following project completion, CT.0944 encountered a change with a division's role in managing the project's global tool. Because the project relied on the division's support, ultimately, this deprived the project of its rationale as a global institutional tool. This could be mitigated in the future by following an institutional process to ensure management of global projects can be continued following project completion.

> **Develop contingency plan for activities susceptible to changing political contexts of countries:** For a number of projects (including CT.0887 and CT.0988), the political situation of the respective countries challenged the delivery of project activities and outputs. To mitigate this, activities that might possibly be affected by political circumstances should be identified when possible and an activity plan should be developed at the beginning of project planning to prioritize activities and maximize resources.

Annex 1: Questionnaire

Questionnaire – CT and PX Projects Review (2015-2019)

The IOM Development Fund is currently carrying out a review of all Counter-Trafficking (CT) and Protection and Assistance to Vulnerable Migrants (PX) projects between 2015 and 2019. The review seeks to identify best practices and share lessons learned, in order to guide future projects. The final report will be shared with all relevant colleagues.

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

BACKGROUND

1) Project ID:

   Click or tap here to enter text.

2) Project Title:

   Click or tap here to enter text.

3) Year of Funding:

   Click or tap here to enter text.

4) What was the reason for IOM'S engagement?

   Click or tap here to enter text.

5) Who reached out to IOM for its support, and when?

   Click or tap here to enter text.

OUTCOMES & OUTPUTS

According to the IOM Project Handbook, *outcomes* are the intended changes in institutional performance, individual or group behaviour, 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.

6) Please indicate the 2-3 most important outcomes and the related outputs achieved by the project.

Outcome	Output(s)
1.	
2.	
3.	

7) Did this project meet its planned outcomes and produce the expected outputs?
☐ Yes

➢ Comments:
Click or tap here to enter text.

☐ No

➢ Please specify what outcomes/outputs were not met/produced and why:
Click or tap here to enter text.
➢ Please specify if any outcomes or outputs were partially achieved and why:
Click or tap here to enter text.

8) Has the project produced or involved any new, innovative processes and outputs?
☐ Yes

➢ Please explain:
Click or tap here to enter text.

☐ No

PROJECT REVISION

9) Was the project completed on time, within the originally agreed timeframe?
☐ Yes

☐ No
➢ Please briefly explain why:
Click or tap here to enter text.

10) Was a revision needed to effectively implement the project?
☐ Yes
➢ What kind of revision? (Please tick all relevant boxes)
☐ Budget
☐ Duration
☐ Results Matrix
➢ What was the reason for the revision?
Click or tap here to enter text.
➢ Did it allow the project outcomes to be achieved? Please briefly elaborate
Click or tap here to enter text.
➢ Could this revision have been avoided? Please briefly elaborate
Click or tap here to enter text.

☐ No

BENEFICIARIES

According to the IOM Project Handbook, ***beneficiaries*** are the individuals, groups, or organizations receiving assistance or benefitting from the IOM project (e.g. government officials; members from civil society organizations, NGOs, female-headed households, internally displaced persons, diaspora, third-country nationals, etc.).

11) Did this project reach all the intended beneficiaries?
  ☐ Yes – please specify which type of beneficiaries and how many
    Click or tap here to enter text.
  ☐ No – please explain why
    Click or tap here to enter text.

16) Did this project reach any unintended beneficiaries?
  ☐ Yes – please specify who and how many
    Click or tap here to enter text.
  ☐ No

PROJECT IMPACT

According to the IOM Project Handbook, ***impact*** is an evaluation criterion that assesses the positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally.

12) What impacts were produced by the project?
  Please indicate which impacts were produced by the project and provide a brief explanation for those that apply:

Impact	Explanation
☐ Positive	
☐ Negative	
☐ Short-term	
☐ Long-term	
☐ Direct	
☐ Indirect	
☐ Intended	
☐ Unintended	

13) Using the below scale, how would you rate the overall impact of the project?

	Rating		Explanation	Supporting Evidence
☐	5	Excellent	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	Click or tap here to enter text.

☐	**4**	Very Good	There is an evidence of good contribution but with some areas for improvement remaining.	Click or tap here to enter text.
☐	**3**	Good	There is an evidence of satisfactory contribution but requirement for continued improvement.	Click or tap here to enter text.
☐	**2**	Adequate	There is an evidence of some contribution, but significant improvement required.	Click or tap here to enter text.
☐	**1**	Poor	There is low or no observable contribution.	Click or tap here to enter text.

14) What individuals and groups have been impacted by these changes?

Impact	Individuals/Groups Impacted
1.	
2.	
3.	

15) Were there any unforeseen positive impacts of the project?

☐ Yes

➢ What were they? Were they caused by project activities, external factors or both?
Click or tap here to enter text.

➢ How could these positive impacts be encouraged in future projects?
Click or tap here to enter text.

☐ No

16) Were there any unforeseen negative impacts of the project?

☐ Yes

➢ What were they? Were they caused by project activities, external factors or both?
Click or tap here to enter text.

➢ How could they have been avoided?
Click or tap here to enter text.

☐ No

SUSTAINABILITY

According to the IOM Project Handbook, *sustainability* refers to the durability of a project's results, or the continuation of the project's benefits once external support ceases.

17) Were the outcomes sustained after the project ended?

a. ☐ Yes, the outcomes were sustained.
Please list the organisation that sustained it and the method they used. Examples of methods: trainings, workshops, routine systems, etc.

Outcome	Organization	Method Used

1.		
2.		
3.		

b. ☐ No, the outcomes were not sustained.
   Please explain why.

Outcome Not Sustained	Explanation
1.	
2.	
3.	

18) Please specify any follow-up activities/projects that have been implemented as a result of this particular project.
   Click or tap here to enter text.

19) Do you have any recommendations for future projects on specific methods to ensure sustainability of project outcomes?
   Click or tap here to enter text.

IMPLEMENTATION CHALLENGES

20) What were the main challenges encountered during implementation of the project, if any? (Please select all relevant boxes)

Challenge	Measure taken to address it
☐ Lack of reliable information	
☐ Lack of coordination amongst agencies	
☐ Lack of funding	
☐ Lack of buy-in by the government counterparts	
☐ Consultant challenges	
☐ Changing governmental priorities	
☐ Difficulty accessing existing data	
☐ Lack of research capacity	
☐ Political instability	
☐ Lack of collaboration by partners	
☐ Changing government counterparts	
☐ Environmental hazards	
☐ IOM internal challenges	
☐ Other (please specify)	
☐	

21) Please list any activities/outputs which were not realized because of these challenges
   Click or tap here to enter text.

22) Were any flaws or oversights in project design uncovered throughout project implementation?

☐ Yes

- ➢ What were they?

  Click or tap here to enter text.

- ➢ How could they have been avoided?

  Click or tap here to enter text.

☐ No

EVALUATION

23) Has an ex-post evaluation of this project been carried out?

☐ Yes – We kindly ask you to please share it with us together with your responses to this questionnaire

☐ No

Lessons Learned

24) What were the main lessons learned from project implementation?

- a. For positive findings, please briefly indicate how to sustain or replicate good practices:

  Click or tap here to enter text.

- b. For negative findings, please briefly indicate how to rectify/avoid actions in the future:

  Click or tap here to enter text.

Recommendations

25) Do you have any recommendations for improving the implementation and monitoring of IOM Development Fund projects?

Click or tap here to enter text.

Annex 2: List of Projects

Funding Year	Project Code	Project Title	Benefiting Member States	Region	Funding (USD)	Duration (months)
2015	CT.0887	Identifying Gaps and Assessing Need: A Comparative Assessment of Counter Trafficking Efforts in Countries in the South Caucasus	Azerbaijan; Armenia; Georgia	Europe	130000	12
2015	CT.0921	Upholding the Rights of Migrant Workers in Special Economic Zones (SEZs) by Ensuring Supply Chains are Exploitation Free: Viet Nam, Cambodia and Lao PDR	Viet Nam; Cambodia	Asia and Oceania	300000	30
2015	CT.0938	Building the Capacity of the Honduran Consular Services for the Protection of Honduran Migrants Transiting through Mexico	Honduras	Latin America and the Caribbean	150000	36
2015	CT.0940	Strengthening the Capacity of the Governments of Benin and Togo to Combat Trafficking of Children	Benin; Togo	Africa	200000	30
2015	CT.0944	6Degree: Sustainable Program to Support Survivors of Human Trafficking in Asia	Thailand; Afghanistan; Bangladesh; Cambodia; Mongolia; Nepal; Philippines; Papua New Guinea; Viet Nam	Asia and Oceania	300000	32
2016	CT.0975	Strengthening the Capacities of the MERCOSUR Countries to Combat Human Trafficking and Improve the Conditions of Female Migrants	Bolivia (Plurinational State of); Brazil; Colombia; Ecuador; Paraguay; Peru; Suriname; Guyana	Latin America and the Caribbean	138687	19
2016	CT.0985	Setting Standards on Protection and Assistance to Vulnerable Migrants in Support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants	Brazil; Colombia; Egypt; Morocco; Mali; Niger; South Africa; Belarus; Ukraine; Nepal; Pakistan	Global	50000	24
2016	CT.0988	Strengthening the Institutional Capacity of the Government of Nicaragua to Promote the Rights of Irregular Migrants in Transit	Nicaragua	Latin America and the Caribbean	135000	12
2016	CT.1003	Building the Capacity of the Government of Saint Lucia and Promoting Awareness to Address Trafficking	Saint Lucia	Latin America and the Caribbean	105000	30
2017	CT.1061	Combating Trafficking in Persons by Addressing Online Recruitment in Kazakhstan, Kyrgyzstan and Tajikistan	Kazakhstan; Kyrgyzstan; Tajikistan	Asia	200000	18
2017	CT.1082	Strengthening Public Policies to Protect and Empower Migrant Women in Mesoamerica	Belize; Costa Rica; El Salvador; Guatemala; Honduras; Mexico; Nicaragua; Panama	Latin America and the Caribbean	183000	18
2017	CT.1093	Supporting the Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (SNCT)	Azerbaijan	Europe	180000	24
2017	CT.1095	Strengthening the Capacities of the National Coalition Against Trafficking in Persons in Nicaragua	Nicaragua	Latin America and the Caribbean	120000	12
2017	CE.0373	Gender-Sensitive Capacity-building to Manage Irregular Migration Between Colombia and Venezuela	Colombia	Latin America and the Caribbean	100000	12
2017	LM.0321	Increasing the Capacity of Migrant Resource Centres (MRCs) in Nepal to Foster Safe, Humane and Orderly Migration	Nepal	Asia and Oceania	200000	24
2018	CT.1168	Strengthening the National Capacities in Counter Trafficking in Human Beings in North Macedonia	North Macedonia	Europe	90000	19
2018	PX.0009	Enhancing Counter Smuggling and Trafficking Capacities of National Institutions in Montenegro	Montenegro	Europe	100000	15