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GLOBAL INITIATIVE TO FIGHT HUMAN
TRAFFICKING (UN.GIFT)**

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The evaluation team included Katharina Kayser and Julia Mundt from the Independent Evaluation Unit of the United Nations Office on Drugs and Crime and the external evaluation team of Dalberg Global Development Advisors: Veronica Chau, Gaurav Gupta, Michael Tsan, and Tim Carlberg.

The desk research and interviews were supported by a dedicated team of Dalberg researchers and interviewers including Nupur Kapoor, Chris Denny-Brown, Tarun Mathur, and Vaibhav Garg.

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Independent Evaluation Unit of the United Nations Office on Drugs and Crime

United Nations Office on Drugs and Crime

Vienna International Centre

P.O. Box 500

A-1400 Vienna, Austria

Telephone: +(43) (1) 26060-4433

Telefax: +(43) (1) 26060-6724

E-mail: ieu@unodc.org

Web site: www.unodc.org

Dalberg Global Development Advisors

Washington D.C. Office

818 18th Street, Suite 505

Washington, DC, 20006, USA

Telephone: (+1) 202 659 6570

Telefax: (+1) 202 659 6863

Email: Veronica.Chau@dalberg.com (Lead Evaluator)

Email: Gaurav.Gupta@dalberg.com (Project Director)

Email: Michael.Tsan@dalberg.com (Project Manager)

Web site: www.dalberg.com

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Abbreviations and Acronyms

AHT	Anti-Human Trafficking
AHTMSU	Anti-Human Trafficking and Migrant Smuggling Unit of UNODC
ECOSOC	Economic and Social Council
ERP	Enterprise Resource Planning
EGI	Expert Group Initiative(s)
FRMS	Financial Resources Management Service
ICAT	Inter-Agency Coordination Group against Trafficking in Persons
IEU	Independent Evaluation Unit
ILO	International Labour Organization
IOM	International Organization for Migration
GA	General Assembly
Global Report	UNODC/UN.GIFT Global Report on Trafficking in Persons
GPA	United Nations Global Plan of Action to Combat Trafficking in Persons
JP	Joint Programme
MS	Member State(s)
NGO	Non-Governmental Organization
OHCHR	Office of the High Commissioner for Human Rights
OSCE	Organization for Security and Co-operation in Europe
PSA	Public Service Announcement
PSC	Programme/Project Support Costs
SARC	UN.GIFT South Asia Regional Conference (Delhi 2007)
SAARC	South Asian Association for Regional Cooperation
SGF	Small Grants Facility
SC	UN.GIFT Steering Committee
TIP	Trafficking in Persons
TOR	Terms of Reference
UN.GIFT	United Nations Global Initiative to Fight Human Trafficking
UN.GIFT Secretariat	UN.GIFT Project team (also referred to as the Project team or staff)
UN.GIFT Management	Project Senior Manager and UNODC managers responsible for UN.GIFT
UNHCR	United Nations High Commissioner for Refugees
UNIAP	United Nations Inter-Agency Project on Human Trafficking
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
UNTOC	United Nations Convention against Transnational Organized Crime
Vienna Forum	UN.GIFT Vienna Forum to Fight Human Trafficking (13 - 15 Feb. 2008)

1 Executive Summary

Trafficking in persons (TIP) is one of the worst forms of human rights abuse, and one of the most brutal forms of crime. It is a multi-dimensional phenomenon affecting both adults and children and touching on nearly all countries of the world. Estimates of trafficked persons are controversial and vary widely depending on definition and methodology used, with over 800,000 people trafficked across borders annually (US Department of State, 2007), over 2.4 million victims of labour trafficking (ILO 2005), and up to 27 million people in modern slavery across the world (Bales 1999), with recognition of widespread under-reporting. Estimates on the profits from this illicit trade are at USD 32 billion annually (ILO 2005).

In 2000, the General Assembly adopted The Protocol to Prevent, Suppress, and Punish Trafficking in Persons, Especially Women and Children (“Trafficking in Persons Protocol”), supplementing the United Nations Convention against Transnational Organized Crime (UNTOC). The Protocol laid the foundation for global action on trafficking in persons. However, while many organizations and Member States developed anti-human trafficking (AHT) programmes, a global spotlight on the issue and a globally coordinated approach remained elusive, with a lack of consensus on a baseline of global trafficking patterns and varying views among Member States and other stakeholders about the specific actions that should be taken to address the issue.

Recognizing these challenges, the Emirate of Abu Dhabi reached out to the UN Secretary-General in 2006 proposing an international conference on anti-human trafficking. In subsequent discussions involving UNODC, as the custodian of the UNTOC and the Trafficking in Persons Protocol, and a number of other stakeholders, the government of the Emirate of Abu Dhabi committed USD 15 million to launching a global conference and broader global initiative to fight trafficking in persons. The development of the project design was led by the Anti-Human Trafficking and Migrant Smuggling Unit (AHTMSU) of UNODC and UN.GIFT was launched in March 2007 as UNODC Project GLOS83.

UN.GIFT was launched as a global initiative to foster awareness, global commitment and action to counter human trafficking, with an initial focus on ten regional conferences and one global conference. Additional output areas included increasing AHT related political commitment and capacity of Member States, resource mobilization, and creating and strengthening support structures for victims of human trafficking. UNODC has managed UN.GIFT in cooperation with a Steering Committee comprised of the International Labour Organization (ILO); the International Organization for Migration (IOM); the UN Children's Fund (UNICEF); the Office of the High Commissioner for Human Rights (OHCHR); the Organization for Security and Co-operation in Europe (OSCE); and the donor government of the Emirate of Abu Dhabi.

By the end of 2010, total funds pledged by the initial donor and additional contributors amounted to USD 15.49 million and the Project had total expenditures of USD 13.46 million¹, including management and programme support costs (PSC). All remaining pledged funds USD 1.3 million of which were only collected in 2011, have

¹ December 2010 expenditures are based on the FRMS interim report and cross-checked against UN.GIFT expenditure tracking (showing minimal variance). As of 22 February 2011, final corrections, including those resulting from currency fluctuations, are still pending.

been allocated and will be disbursed in 2011. By February 2011, the remaining UN.GIFT Secretariat activities were completed according to plan, with a number of ongoing activities to be implemented by Small Grants Facility grantees and Joint Programme fund recipients.

This document is the report on the final evaluation of the United Nations Global Initiative to Fight Human Trafficking (UN.GIFT), which was conducted by Dalberg Global Development Advisors, an external evaluator, in collaboration with the Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime (UNODC). It builds on the abridged preliminary evaluation, which was submitted to the Fifth Session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (18-22 October, 2010). The final phase of the evaluation focused on UN.GIFT activities, which were still ongoing in October 2010, most importantly the Small Grants Facility, the Virtual Knowledge Hub and Joint Programmes. In addition, this final report incorporates feedback on preliminary results from various stakeholders, in particular from Member States, UN.GIFT Steering Committee members, UNODC Management and the UN.GIFT Secretariat. Findings and recommendations of this final evaluation are based on the most recent data available, including expenditures until December 2010 and 2011 allocations.

The evaluation was conducted in an independent, transparent, and participatory fashion, featuring an in-depth desk review of Project documents and publications, six electronic surveys of several stakeholder groups, and semi-structured interviews with 114 stakeholders, including Member States representatives, UN.GIFT Steering Committee members, UN.GIFT and UNODC staff and management, civil society organizations and, private sector partners. The methodological approach also included two field visits and in-country case studies of a regional conference in India and a Joint Programme in Serbia. The results of this evaluation are thus based on a triangulation of a wide range of sources and different data collection methods.

Based on evaluation findings, the overall recommendation is to continue certain aspects of UN.GIFT with renewed funding, a conclusion that is in line with the views of the majority of consulted stakeholders. The key rationale for UN.GIFT's continuation is that the Project continues to be the sole inter-agency technical cooperation and coordination mechanism for AHT with institutional experience in piloting successful global AHT interventions. Despite some relevant but addressable shortcomings, a large number of activities have been successfully implemented and, critically, healthy cooperation relationships have been built, particularly between UN.GIFT's Steering Committee member agencies, which represent many of the key players in the global fight against human trafficking. In addition, the Project managed to establish a relatively strong brand with global AHT decision-makers and practitioners, though not necessarily on the regional or country levels.

This final evaluation report notes that important progress has been made by UNODC, the UN.GIFT Steering Committee and the UN.GIFT Secretariat on interim evaluation recommendations in the months since the release of the preliminary evaluation report in October 2010. The evaluation team commends UN.GIFT management for having already taken action on ideas triggered by this evaluation. Most important, UN.GIFT management has engaged in extensive consultations with Member States and other stakeholders, and a number of the key portfolio strategy and governance recommendations are in the process of being incorporated into a new strategy, as part of the ongoing strategic planning process for a potential new phase of UN.GIFT. Another important example of the implementation of evaluation recommendations regards the knowledge transfer from UN.GIFT's

Small Grants Facility to the UN Voluntary Trust Fund for Victims of Human Trafficking, called for by the Global Plan of Action to Combat Trafficking in Persons (GPA), which was adopted by the General Assembly on 30 July 2010 and launched on 31 August, 2010.

The fact that some of the recommendations made in this evaluation report may already be in the process of being adopted or implemented does not render this report obsolete but rather reinforces the importance of its findings and recommendations.

There is important context to consider when evaluating this initiative. UN.GIFT attempted to achieve a very ambitious goal of creating a “global movement” to address the abhorrent crime of human trafficking. However, the approach for addressing this crime is quite complex, and requires coordination across multiple agencies and disciplines. Furthermore, UN.GIFT’s multi-agency structure, involving both UN agencies and non-UN global (IOM) and regional (OSCE) bodies, is novel and unprecedented within the setting of UNODC. There are only very few examples of global inter-agency structures within the UN system (e.g., UNAIDS, UN-Water, UN-Energy) and only one example of an AHT inter-agency structure at the regional level, the United Nations Inter-Agency Project on Human Trafficking (UNIAP) in the Mekong region. It is also generally acknowledged – as demonstrated by reform efforts such as the ‘One UN’ process – that achieving consensus and implementing a coordinated and innovative agenda within the constraints of the UN system are very challenging tasks. It often takes multiple years of evolution and learning before an effective working relationship is achieved.

In light of this context, this evaluation finds that UN.GIFT has filled an important gap as a platform for facilitating inter-agency cooperation in AHT efforts at the global level, within and outside the UN system. The Project has made important contributions towards raising awareness among global decision makers, the funding, production, and dissemination of knowledge and capacity-building tools, and the broadening of the anti-human trafficking coalition, including partnerships with select private and civil society organizations. The Project’s contributions and relevance have been recognized by multiple UN resolutions and its role was highlighted by the General Assembly in the Global Plan of Action to Combat Trafficking in Persons.

After an initially challenging period, the governance and management of UN.GIFT have substantially improved. In response to strong interest of Member States, UN.GIFT management invested significant time and resources in increasing the level of consultation. The Project was also responsive to Member State guidance by re-focusing its activities on capacity-building after 2008. There is now greater role clarity among Steering Committee members and their participation has evolved from a largely advisory function at the inception of UN.GIFT to more equitable, coordinated joint development and oversight of UN.GIFT’s strategic approach, resource allocation and activities. The experience of UN.GIFT has also pointed to important lessons learned about the investments – both in terms of budget and staff time – that are required to develop an effective infrastructure for facilitating coordination and ensuring that important follow-through activities occur.

However, given the magnitude of its objectives, UN.GIFT is still at a nascent stage of promoting global awareness and coordinated AHT action. Progress to date on the objectives of strengthening victim support structures and resource mobilization, despite some accomplishments and increasing investment, has been relatively limited. A number of governance and management challenges continue to be an issue and will need to

be addressed. In connection with measuring long-term impact, many of the Project’s objectives were defined too broadly and featured few baselines and metrics to establish impact conclusively. There is also little clear evidence for sustainability at this point, though improved inter-agency cooperation at the Steering Committee level suggests potential for a more sustainable effort in the future.

If UN.GIFT is to continue, substantial lessons should thus be incorporated into any subsequent Project phase. The UN.GIFT Steering Committee, in close consultation with Member States and other key stakeholders, should ensure that the recommendations of this evaluation are reflected in any new phase by re-aligning the portfolio of activities to build on UN.GIFT’s strengths and key areas of need going forward. Additionally, the Steering Committee and UNODC Senior Management should continue to ensure that UN.GIFT's governance structure and management approach is revised, with improved ability to engage with Member States, increased Project autonomy from UNODC, broader stakeholder participation, and more transparent and better defined results indicators, leading to greater accountability.

The Summary Matrix below provides an overview of the final key evaluation findings and recommendations. Subsequent report sections and a detailed methodological Appendix provide in-depth information on UN.GIFT Project background, evaluation methodology, findings, recommendations, as well as lessons learned and best practices.

Summary matrix: findings, supporting evidence, recommendations

Findings	Supporting evidence/examples	Recommendations
RELEVANCE		
1. UN.GIFT’s overall role as a platform for technical AHT cooperation within and outside the UN has been highly relevant.	Stakeholder interviews, multiple UN resolutions (e.g., GA resolutions 58/137, 61/180, 63/194, 64/178), and the GPA (approved in GA resolution 64/293) suggest that inter-agency coordination on AHT efforts continues to be vital. Stakeholder consultations and research show that UN.GIFT has been the most active forum for inter-agency technical cooperation at the global level; the majority of consulted stakeholders have expressed a preference that UN.GIFT continues to play this important role.	1. Pending MS consultation and donor funding, UNODC Senior Management and UN.GIFT SC should continue and renew the Project, leveraging its core strengths in order to meet the substantial ongoing need for technical cooperation in the field of AHT.
2. The relevance of individual activities has generally been high, especially with respect to building networks and facilitating partnerships at the global level and gathering and disseminating information. However, stakeholders have raised questions about the prioritization and geographic spread of activities.	Stakeholders credit UN.GIFT for adding value at the global level through its work to strengthen networks and facilitate cooperation on technical projects (e.g., EGI tools and manuals). The majority of expenditures (72%) have been global rather than regionally focused, with an initial focus on awareness-raising and knowledge efforts.	2.1 UN.GIFT SC should maintain its role in networking and technical inter-agency cooperation at the global level. 2.2 In response to growing demand, UN.GIFT SC should increase the Project’s level of inter-agency activity at the regional or country level where such inter-agency coordination efforts do not exist today. All of these activities should

Findings	Supporting evidence/examples	Recommendations
<p>While recognizing that the shift to more regional and technical assistance spending in 2009 has improved UN.GIFT's relevance to the needs of vulnerable populations and victims, total spending on strengthening victim support structures has been relatively limited in comparison to other output areas.</p>	<p>The post-2008 shift to capacity building in line with MS guidance received strong approval from stakeholders. There is increasing demand at the regional and country levels for more localized forms of support.</p> <p>As of December 2010, expenditures on victim support structures were 7% of total expenditures for all output areas.</p>	<p>be guided by an in-depth needs assessment.</p>
<p>3. UN.GIFT's overlap with ICAT's coordination mandate remains a concern, though actual overlap with ICAT activities has been minimal due to ICAT's limited funding, infrequent meetings and different structure.</p> <p>UNODC is the host of both ICAT and UN.GIFT and the support for both in the GPA compounds the perception of overlap and highlights the need for greater clarity.</p>	<p>Interviews reveal a persisting lack of clarity on the division of roles between UN.GIFT and ICAT, with a perception of duplicate mandates.</p> <p>ICAT's inter-agency coordination mandate was formally established by MS resolutions (e.g., ECOSOC 2006/27, A/RES/61/180). UN.GIFT, in contrast, was originally defined by a UNODC project document, with inter-agency cooperation serving as only one of several underlying Project principles and objectives. ICAT has a de jure coordination mandate, but had limited funding and relatively infrequent (annual or bi-annual) meetings, combined with a broader 16-member composition. Stakeholders have, in contrast, recognized UN.GIFT as an active de facto global body engaged in inter-agency cooperation for technical AHT efforts.</p> <p>The GPA calls for strengthening of ICAT, while also urging UN entities to coordinate via both ICAT and UN.GIFT, without further clarification.</p>	<p>3. UNODC Senior Management, UN.GIFT SC and MS should clarify UN.GIFT's role vis-à-vis ICAT and ensure that these entities can be of benefit to each other. Opportunities for synergy between ICAT and UN.GIFT should be identified and incorporated in their respective strategies, agendas and work plans, with appropriate input from the ICAT membership.</p>
EFFECTIVENESS		
<p>4. The UN.GIFT Secretariat in cooperation with SC members and other implementation partners has delivered a significant volume of activities, including many not specified in original project documents, but subsequently implemented in response to stakeholder demand.</p> <p>In connection with the Joint</p>	<p>The evaluation confirmed that 174 activities, including multi-year efforts, were completed or in progress by the time of evaluation field-work in mid-2010. These included all activities in the original work plan and additional activities, except for five which were cancelled in response to MS guidance.</p> <p>By February 2011, the remaining</p>	<p>4.1 UN.GIFT SC should continue its current agenda in terms of broad 'output areas', but deliver a much more focused and better targeted set of inter-agency activities, where UN.GIFT has demonstrated success to date or is well-positioned to do so with improved execution. Additionally, the SC should prioritize activities where impact is measurable and a clear need exists for</p>

Findings	Supporting evidence/examples	Recommendations
<p>Programmes UN.GIFT had to respond to development and implementation challenges by reducing the number of Joint Programmes, scaling back of planned activities and reallocating funds. The proposal for reallocation of funds was prepared in a timely manner and approved by the Steering Committee in September 2010.</p>	<p>UN.GIFT activities were completed according to plan, except for a reduction in the scope and number of JP related activities that was approved by UN.GIFT SC in September 2010. By early 2011, one JP was postponed, one was progressing according to plan, two were in the development phase and two were delayed, pending the receipt of a final tranche of pledged donor funds.</p>	<p>cross-disciplinary, inter-agency efforts.</p> <p>4.2 UN.GIFT SC should ensure that the lessons learned on UN.GIFT Joint Programmes feed back into strategic planning of future joint AHT activities.</p>
<p>5. Overall, the quality of Project activities has been high, but the magnitude of these activities' contribution to progress on anti-human trafficking has been difficult to quantify.</p> <p>UN.GIFT has made verifiable progress, particularly at the global level, on promoting multi-agency technical cooperation, awareness-raising for decision makers, broader engagement of civil society and private sector, and capacity-building through high quality tools and manuals.</p> <p>UN.GIFT has contributed to public awareness-raising through its media and advocacy campaigns, but the outcome level results of this contribution has proven difficult to quantify.</p>	<p>Even though the results of most Project activities are difficult to measure without baselines and well defined results indicators, the evaluation was able to directionally assess the quality of completed activities based on extensive stakeholder interviews, surveys, and desk research.</p> <p>Stakeholders provided substantial positive feedback on conferences and other outreach to global decision-makers as important pre-cursors to AHT cooperation; support was also evidenced by numerous UN resolutions on UN.GIFT. Users generally gave strong positive feedback on tools and manuals resulting from UN.GIFT activities. Interviews and surveys of civil society and private sector partners indicate an appreciation for having a neutral broker and a responsive partner inside the UN.</p> <p>A variety of indicators (e.g., Google indices) suggest that public awareness of human trafficking has increased and that UN.GIFT's awareness-raising activities have had increasing reach, but existing baselines and indicators make it difficult to isolate or quantify the Project's impact on public awareness levels.</p>	<p>5. UN.GIFT SC should develop a strategy that features both an agenda for global level inter-agency cooperation, and region-specific agendas tailored to specific needs where local coordination platforms do not exist today. The global agenda should feature:</p> <ul style="list-style-type: none"> • Providing an ongoing forum for AHT inter-agency technical cooperation • Producing and disseminating multi-agency AHT knowledge products, including serving as a multi-stakeholder AHT knowledge hub • Facilitating engagement with civil society and private sector on AHT issues • Developing and disseminating multi-disciplinary inter-agency capacity building tools and training programmes • Supporting awareness-raising campaigns, with emphasis on more targeted and measurable advocacy efforts • Fundraising for inter-agency technical cooperation projects, including the mobilization of resources for victim support and prevention structures
<p>6. Stakeholders recognize the unique value of UN.GIFT as a forum for linking research to the needs of practitioners in AHT and facilitating multi-disciplinary knowledge sharing.</p> <p>The UNODC/UN.GIFT Global Report on Trafficking in Persons was an</p>	<p>75% of surveyed AHT stakeholders were aware of the UNODC/UN.GIFT Global Report, of which approximately 60% found it useful or very useful. Stakeholders praised the report's objectivity, comprehensiveness, and the progress towards establishing a baseline that can be monitored over time.</p>	<p>6.1 UNODC should incorporate lessons learned on the Global Report into future bi-annual UNODC reports on TIP (per GPA), investing in a transparent data validation process that involves consultation with a broader range of AHT agencies and stakeholders (e.g., NGOs, UN field staff), including potentially</p>

Findings	Supporting evidence/examples	Recommendations
<p>important first step towards establishing a neutral global baseline on human trafficking data, with high levels of stakeholder awareness. However, the evaluation also identified some stakeholder concerns and lessons related to the consistency of analysis and integration of inputs from other AHT stakeholders.</p> <p>Other efforts by UN.GIFT to promote knowledge-sharing, most notably the Virtual Knowledge Hub, have been well received and hold substantial promise.</p>	<p>However, some criticised aspects of the report's analysis and reported dissatisfaction with the level of engagement of other UN.GIFT SC members and regional staff. The GPA calls for UNODC to lead the production of bi-annual Global Reports on TIP.</p> <p>The Virtual Knowledge Hub was launched according to plan. Results from survey feedback questionnaires and IT indicators (e.g., number of unique visitors) confirm that it was well received and is seeing increasing use.</p>	<p>utilizing the UN.GIFT SC as part of the data validation and peer review process.</p> <p>6.2 UN.GIFT Secretariat should continue to promote the Virtual Knowledge Hub and further expand its functions and features in order to increase AHT coordination and in preparation of an expected increase of posted material and use.</p>
<p>7. Efforts focused on victim support structures showed the least progress in the early stages of the Project, which was mostly due to low expenditures on strengthening of victim support structures compared to other output areas.</p> <p>The more recent priority setting showed an increased focus on and more funds dedicated to this output area. Recent activities like the Small Grants Facility are being carried out successfully and the project has also rolled out valuable tools aimed at strengthening victim support structures in cooperation with civil society organizations.</p>	<p>Although strengthening of victim support structures has been one of the two immediate objectives in the original project document, this output area received only 7% of expenditures on output areas through the end of 2010.</p> <p>If more recent activities which are embedded in Joint Programmes and aiming at strengthening victim support structures are considered, the percentage increases to up to 10%.</p> <p>Interim reports of the SGF grantees, submitted in December 2010, confirm progress on implementation.</p> <p>Notable completed activities have included a victim assistance translation MP3 tool (VITA) and several study exchanges on victim support.</p>	<p>7.1 UN.GIFT SC should review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the upcoming UN Voluntary Trust Fund for Victims of Human Trafficking, called for by the GPA, and currently being established by UNODC.</p> <p>7.2 UN.GIFT SC should ensure that inter-agency technical assistance geared toward strengthening victim support structures is an integral component of global capacity-building activities and regional and national activities via Joint Programmes.</p>
<p>8. Despite a notable amount of in-kind contributions and accounting for the difficult financial environment, progress to date has been limited on the mobilization of resources for UN.GIFT and the broader anti-human trafficking agenda.</p>	<p>Fundraising efforts targeted a diverse array of private and public donors, though many fundraising events were cancelled early in the Project's life. USD 0.5 million were directly raised for the Project budget beyond the initial grant and the UN.GIFT Secretariat supported the fund-raising of an additional total of USD 2.4 million for UN.GIFT developed projects, including the Serbia Joint Programme.</p> <p>In-kind contributions, including co-financing, and direct investments into</p>	<p>8.1 UN.GIFT SC should ensure that fundraising for inter-agency coordination and technical cooperation projects is an integral component of the Project's next phase with an explicit role for all SC members to participate in joint fundraising.</p> <p>8.2 UN.GIFT Secretariat should ensure that in-kind contributions are tracked and reported in a consistent manner going forward.</p>

Findings	Supporting evidence/examples	Recommendations
	activities initiated by UN.GIFT, totalled over USD 1.6 million, but have not been tracked systematically.	
<p>9. UN.GIFT lacked a detailed strategic vision, long-term work plan, and impact indicators and baselines at its inception; this has affected overall effectiveness of the Project in its initial stages. Important improvements were enacted by the UN.GIFT Secretariat, including a more detailed 2009 UN.GIFT strategy document, but the new logical framework and work plan still have several shortcomings.</p>	<p>Stakeholders consider the absence of a detailed strategic vision and relevant results indicators in initial project documents as major contributors to a lack of prioritization and focus over the Project's first 12-18 months.</p> <p>Subsequent strategic plans (e.g., 2009 strategy approved by the SC) addressed many of these initial issues, but still feature few activity baselines and targets.</p>	<p>9.1 UN.GIFT SC should ensure a clear logical framework with distinct and well-defined activities and detailed and measurable impact and operational performance indicators for the next phase of the Project, based on a comprehensive needs assessment.</p> <p>9.2 UN.GIFT SC and UNODC Senior Management should invest resources into base-lining studies to ensure that all inter-agency activities can be properly evaluated and managed.</p>
EFFICIENCY		
<p>10. Many stakeholders have raised questions about the cost effectiveness of UN.GIFT activities. At the tactical level, however, stakeholders have generally been highly complementary of the responsiveness and efficiency of the UN.GIFT Secretariat team.</p> <p>The evaluation team's review of evidence suggests that UN.GIFT's general and administrative costs were at an acceptable level, particularly in light of the large volume of Project activities and the relatively small size of the UN.GIFT Secretariat.</p> <p>Stakeholder feedback on cost effectiveness particularly focused on Vienna Forum expenditures. However, the evaluation concludes that Vienna Forum costs were not inappropriately high for a high-profile and large-scale event with over 1600 participants.</p>	<p>Surveys and interviews show that a majority of stakeholders perceived UN.GIFT to be “not” or “only somewhat” cost effective, particularly with respect to the Vienna Forum, despite substantial positive feedback on the operational efficiency and responsiveness of the UN.GIFT Secretariat.</p> <p>UN.GIFT total overheads include organizational overheads in the form of Programme Support Costs (PSC), project management costs and evaluation related expenditures and add up to 21% of the total project budget. Though cost data for comparable inter-agency initiatives was not available, published studies and non-public cost benchmarks² suggest that UN.GIFT's overhead costs were below the average overhead levels of UN agencies/programmes and other multilateral development agencies.</p> <p>Similarly, the cost-effectiveness of the Vienna Forum has been difficult to benchmark. However, it was organized in accordance with UN procurement rules and standard cost guidelines. The costs,</p>	<p>10. UN.GIFT SC should take into consideration the scepticism that accompanies high cost, high-profile events by prioritizing inter-agency activities that can be leveraged at local levels and utilizing lower cost events with more clearly defined deliverables.</p>

² Analysis based on a proprietary cost ratio data set for 50 development agencies, including 10 UN entities, and drawing on both non-public cost data and the data set from C. Williamson, *Fixing Failed Foreign Aid: Can Agency Practices Improve?*, AidData Conference, 2009.

Findings	Supporting evidence/examples	Recommendations
	<p>which included a number of additional events, were within the range of other high-profile global conferences and came in under the planned budget.</p>	
<p>11. Overall UN.GIFT operational efficiency and the evaluation team’s ability to assess the cost-effectiveness of individual Project activities were constrained by insufficient activity-level budgeting and expenditure tracking in part due to the limitations of UNODC’s financial and project management systems.</p> <p>While the Project made notable improvements in operational activity tracking and reporting after 2009, operational and financial monitoring, as well as feedback collection on outcomes and reporting requires further improvement.</p>	<p>Starting with 2009 work plans, the UN.GIFT Secretariat has transitioned to output-level budgeting, but activity level expenditure and timing data is still lacking.</p> <p>The Project’s collection of outcome level results data has been limited to questionnaires sent to regional events participants, a late 2009 partner survey, monitoring reports from SGF recipients, and internal “lessons learned” reviews. Outcome level results data has not been collected systematically and consistently for a wide range of other activities (e.g., public awareness), thereby limiting the opportunity to learn from a portfolio which included very innovative pilot projects.</p>	<p>11.1 UNODC Senior Management and UN.GIFT Secretariat should establish new activity-level budget and progress tracking processes, with workarounds where needed to overcome the limitations of UNODC financial systems.</p> <p>11.2 UN.GIFT Secretariat should continue to compile lessons learned.</p> <p>11.3 UNODC Senior Management and UN.GIFT SC should establish norms to systematically collect and document outcome level results data on all major activities, including feedback from end-beneficiaries, partners and participants.</p>
IMPACT		
<p>12. Despite the verifiable progress towards project objectives at the outcome level, the evaluation team has been unable to assess the exact impact of many Project activities, given the short duration of the effort and the shortage of evaluable indicators and baselines.</p> <p>However, improved working relationships between SC member agencies, initiated partnerships, and knowledge and tools hold the potential for future long-term impact.</p>	<p>Baselines and indicators for measuring long-term impact are not clearly specified in the Project documents; overall Project objectives, e.g., serving as a “turning point for the fight against trafficking,” were highly ambitious and often formulated too broadly to serve as a realistic bar for evaluation.</p> <p>With regard to increased political commitment, there are no measurable links between UN.GIFT activities and increased political commitment at the state level.</p>	<p>12. UN.GIFT SC should ensure that the strategy for any subsequent phases of UN.GIFT features guiding principles to inform activity prioritization (e.g., activities that cannot be implemented by any one agency independently) and realistic overall objectives tied to baselines and time-delimited and measurable performance indicators.</p>
<p>13. Stakeholder consultations suggest that many of the global UN.GIFT activities have not ‘trickled down’ to the regional level, with limited evidence of impact on regional needs outside of region-specific initiatives, in spite of UN.GIFT’s shift of priorities towards regional activities like the Joint Programmes.</p>	<p>Although UN.GIFT’s first phase centred around ten regional conferences in addition to the major global conference, most activities focused on the global rather than regional and national level.</p>	<p>13.1 UN.GIFT SC should significantly strengthen the regional dimension of UN.GIFT’s work by ensuring that global inter-agency AHT activities and outputs are designed to be leveraged regionally/locally.</p> <p>13.2 UN.GIFT SC should consider opportunities to drive regional and country-level inter-agency AHT</p>

Findings	Supporting evidence/examples	Recommendations
		cooperation – e.g., by selecting and partly funding local focal points among existing staff of SC member organisations or holding periodic AHT round tables at regional levels where inter-agency coordination platforms are not in place.
SUSTAINABILITY		
<p>14. Evidence of sustainability to date is limited because many of the earlier event-based initiatives were not followed by continuing engagement and resources. However, some UN.GIFT activities (e.g., tools and practitioner manuals and activities with a long-term view like JPs) have more potential for sustainability.</p> <p>In addition, the productive relationships between UN.GIFT SC members and partnerships with other stakeholders that have evolved over the life of the effort can be the foundation for a more sustainable Project in the future.</p>	<p>Many stakeholders have criticized early UN.GIFT activities for being one-off (e.g., Vienna Forum, regional conferences), without sufficient planning or deployment of resources to ensure post-event momentum.</p>	<p>14.1 UN.GIFT SC should focus on sustainability in its forward-looking strategy, with a focus on developing multi-year projects and ensuring that budget and staff resources for post-event activities and working groups are built-in to maintain momentum of one-time events.</p> <p>14.2 UNODC Senior Management and UN.GIFT SC should ensure that inter-agency cooperation is an explicit objective and is backed by sufficient resources, e.g., funding for bi-monthly SC meetings, partial funding for SC member ‘focal points’ to ensure resourcing for coordination activities.</p>
<p>15. Sustainability of UN.GIFT overall has been limited by the fact that the Project has largely relied on one major donor with few resources mobilized beyond the initial grant.</p>	<p>Although a number of donors have contributed to UN.GIFT, the original USD 15 million of the Emirate of Abu Dhabi remains the major funding source of the Project.</p>	<p>15. UN.GIFT SC should strive for a more diversified donor base in a next phase of the Project and engage in joint ongoing fundraising for the Project, including clear fundraising responsibilities for all SC members.</p>
GOVERNANCE, MANAGEMENT AND PARTNERSHIPS		
<p>16. UNODC and UN.GIFT Management did not effectively engage MS at the inception of the Project. Despite substantial steps by Project management to increase consultation with MS, lingering scepticism continues to negatively impact the governance and partnership dimensions of the Project.</p> <p>Additionally, in spite of a detailed communication plan and substantial investments into communications over time, the awareness of UN.GIFT’s strategy and activities remains limited for many important stakeholders.</p>	<p>Interviews suggest that challenges with MS engagement early in the Project were rooted in both a perception of a lack of effort by UN.GIFT to engage MS and limitations of UNODC’s own governance structure (e.g., no Executive Board). UNODC and UN.GIFT Management made significant efforts to improve the situation through regular meetings and online resources.</p> <p>Nevertheless, MS continue to report insufficient consultation and awareness of the work plan and strategic direction by external stakeholders beyond the SC members appears limited, particularly at</p>	<p>16. UN.GIFT SC and UNODC Senior Management should adequately consult with MS on the next phase of UN.GIFT as well as identify more effective means of engaging MS on an ongoing basis through exploring the formation of new mechanisms (e.g., an informal advisory group with open membership, regular newsletters, feedback polls, more frequent, regularly scheduled briefings).</p>

Findings	Supporting evidence/examples	Recommendations
	the regional level.	
17. The original selection of UN.GIFT SC members was not guided by clear or transparent criteria, leading to questions from many stakeholders about the composition and overall credibility of the committee.	Four of the six agencies represented on the SC form part of the UN and OSCE is the only regional body represented on the committee. Notable exceptions from committee membership include, but are not limited to, UNHCR and UNIFEM. UNHCR acts as an implementing agency for one of UN.GIFT's JPs and both organizations maintain a focus on AHT efforts.	17. UN.GIFT SC should review its composition in order to broaden participation and increase external stakeholder involvement by creating an associate member track or involving official observers while maintaining an efficient decision-making structure.
18. The distinction between UNODC and UN.GIFT is still not well understood by all stakeholders, particularly at the regional level or by external stakeholders.	Beyond the SC and MS, external stakeholders (e.g., private sector partners and NGOs at regional levels, regional opinion-makers) often could not distinguish between UN.GIFT and UNODC efforts.	18. UN.GIFT SC should develop a detailed pro-active stakeholder communication plan on its strategy and activities, with a focus on MS and other relevant stakeholders, including SC members' AHT field staff, government officials engaged in AHT activities and stakeholders like NGOs and private sector partners engaged in AHT.
<p>19. Despite examples of effective collaboration between UN.GIFT and other UNODC functions engaged in AHT efforts, and major investments aiming at integrating UN.GIFT within UNODC, structural organizational tensions continued to persist.</p> <p>The evaluation concludes that in the case of an agency hosting an inter-agency initiative or Project, a considerable additional effort is needed to guarantee clarity of roles and responsibilities in order to avoid potential tensions.</p> <p>Despite these challenges most consulted stakeholders believed that UNODC should remain the host of the Project, considering its role as the guardian of the Trafficking Protocol and host of ICAT.</p>	<p>UN.GIFT and UNODC management have made notable efforts to ensure a collaborative relationship between the Project and UNODC sections and functions involved in AHT efforts, e.g., a common manager with AHTMSU. There are examples of very effective collaboration between UN.GIFT and other UNODC functions engaged in AHT efforts, e.g., Vienna Forum and Parliamentary Handbook. However, stakeholder interviews and surveys show that some structural organisational tensions persist, particularly with UNODC's AHTMSU.</p> <p>However, surveys and interviews across stakeholder groups showed that UNODC was considered the natural host agency for such an inter-agency initiative or platform, given the organization's mandate in connection with the Convention on Transnational Organized Crime and the 'Trafficking in Persons Protocol'.</p>	<p>19.1 UNODC Senior Management should continue to host UN.GIFT but with increased autonomy of the UN.GIFT Secretariat, in line with UN.GIFT's role as a multi-agency AHT platform.</p> <p>19.2 UNODC Senior Management and UN.GIFT SC should ensure the further clarification of roles and responsibilities of UN.GIFT vis-à-vis other UNODC functions engaged in AHT efforts.</p> <p>19.3 UNODC Senior Management and UN.GIFT SC should ensure separate branding of UN.GIFT and clear internal and external communication on UN.GIFT's mandate and role.</p> <p>19.4 UNODC Senior Management should ensure accountability to the UN.GIFT SC and Member States through primary reporting line to the SC on work plans and prioritization, while retaining UNODC's financial responsibility and administrative relationship.</p>
20. UN.GIFT has contributed to a spirit of partnership around AHT issues and	Significant inter-agency tensions in the early phase of the project have given way	20.1 UNODC Senior Management and UN.GIFT SC should continue to increase

Findings	Supporting evidence/examples	Recommendations
<p>developed strong partnerships within the UN.GIFT Steering Committee and with civil society organizations, as well as private sector companies, which resulted in successful technical cooperation activities and products.</p>	<p>to progress following a shift to more equitable decision-making and consultation within the SC. SC members universally acknowledged the significant investment of time and effort which helped establish UN.GIFT as a productive forum of inter-agency cooperation. Manuals and tools, alignment on and joint fundraising for JPs, and collaboration on awareness-raising are examples of successful cooperation.</p>	<p>the equity of participation in UN.GIFT through clear decision-making rules and, potentially, a rotating Steering Committee Chair.</p> <p>20.2 UN.GIFT SC should put increased emphasis on leveraging existing expertise and capabilities from other SC members.</p> <p>20.3 UN.GIFT Secretariat and UN.GIFT SC should maintain and sustain partnerships developed with various AHT stakeholders.</p>

Executive Summary Matrix Key

AHT	Anti-Human Trafficking
AHTMSU	Anti-Human Trafficking and Migrant Smuggling Unit
GA	General Assembly
GPA	UN Global Plan of Action against Human Trafficking
ICAT	Inter-Agency Coordination Group against Trafficking in Persons
JP	Joint Programme(s)
NGO	Non-Governmental Organization
MS	Member State(s)
SC	UN.GIFT Steering Committee
TIP	Trafficking in Persons
UN.GIFT	UN Global Initiative to Fight Human Trafficking
UNODC	UN Office on Drugs and Crime

2 Management Response

[The official management response will be inserted before the final report is posted to the UNODC website.]

3 Introduction

3.1 UN.GIFT project background

1. United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) is a multi-stakeholder partnership against human trafficking launched in March 2007 and managed by the United Nations Office on Drugs and Crime (UNODC) in collaboration with a Steering Committee. Members of the Steering Committee are the International Labour Organisations (ILO), the International Organisation for Migration (IOM), the Organisation for Security and Co-operation in Europe (OSCE), the United Nations Children's Fund (UNICEF), the United Nations Office of the High Commissioner for Human Rights (OHCHR), UNODC and a representative of the Crown Prince of Abu Dhabi. A small UN.GIFT Secretariat, hosted by UNODC, provides support to the Steering Committee and drives the implementation and coordination of Programme activities.

2. In accordance with the initial project document, the overall objective of UN.GIFT is to prevent trafficking in persons and reduce the number of trafficked persons worldwide. The immediate objectives are to (1) foster awareness, global commitment and action to counter human trafficking in partnership with different stakeholders including Governments, the international community, non-governmental organizations and other elements of civil society and media, and (2) to create and strengthen support structures for victims of human trafficking.

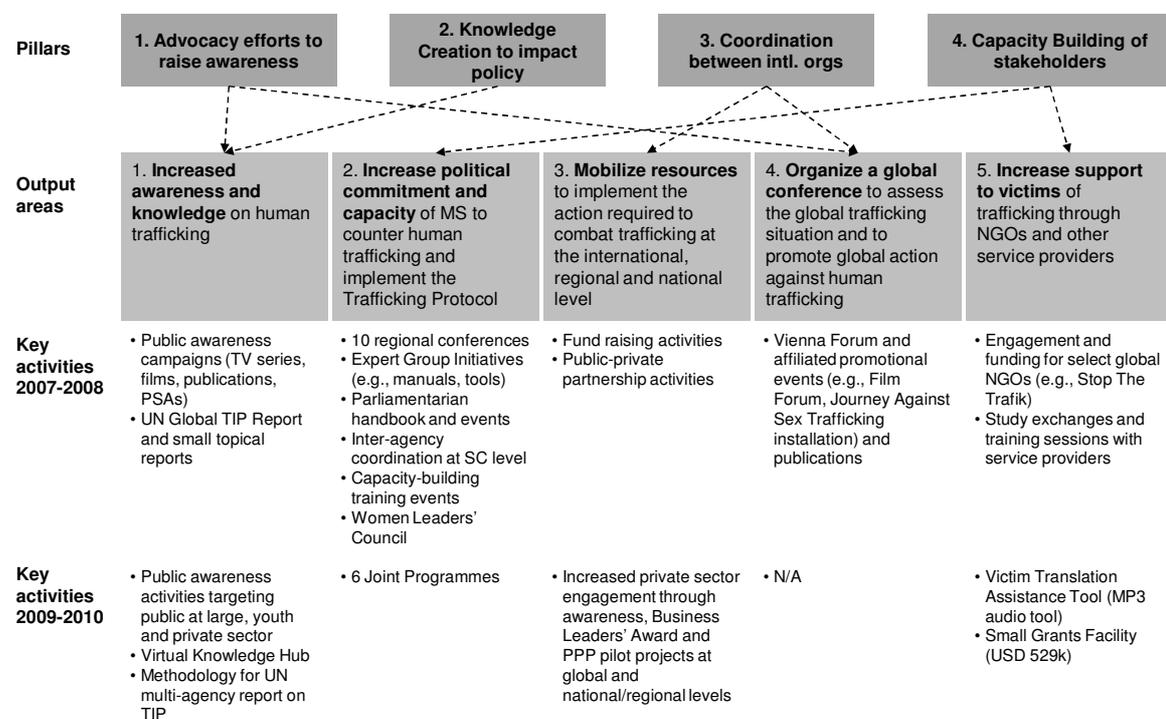
3. Aside from these explicit objectives, the original project document and progress reports refer to implicit goals of “setting in motion a broad-based global movement that will attract the political will and resources needed to stop trafficking in persons” and producing a “turning point in the fight against trafficking in persons.” This was to be accomplished by “fostering cooperation and coordination by creating synergies among ongoing endeavours led by UN agencies, international organizations and other stakeholders, taking into account their respective areas of expertise, accumulated knowledge and experience, as well as existing networks.”

4. In line with these objectives, UN.GIFT has been managed against 5 output areas since 2007 (Figure 1):

- i) **Output 1:** Increase awareness and knowledge on human trafficking
- ii) **Output 2:** Increase political commitment and capacity of Member States to counter human trafficking and implement the Trafficking Protocol
- iii) **Output 3:** Mobilize resources to implement the action required to combat trafficking at the international, regional and national level
- iv) **Output 4:** Organize a Global Conference to assess the global trafficking situation and to promote global action against human trafficking
- v) **Output 5:** Increase support to victims through NGOs and other service providers

5. Project documents additionally refer to 4 Project pillars cutting across these output areas. Considering the multiple objectives of many UN.GIFT initiatives, complex overlaps between “pillars” and “outputs”, and several revisions to Programme activities over the past three years, there is significant complexity in the initial logical framework (Figure 1).

Figure 1: UN.GIFT Logical Framework with pillars, outputs, and key activities



1. Activities under output area 3 mostly focused on the private sector
2. Joint Programmes typically have a victim support component but are listed under output area 2

3.1.1 Background on Management and Governance

6. The United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) is managed by the United Nations Office on Drugs and Crime (UNODC) as a global technical assistance Project (GLOS83), financed primarily through a Funding Agreement between UNODC and the Government of the Emirate of Abu Dhabi.

7. The UNODC, guardian of the Convention Against Transnational Organized Crime (UNTOC) and the ‘Trafficking Protocol’, has acted as the Executing Agency and host of UN.GIFT’s Secretariat from the Project’s inception. UNODC has implemented the Project under its Division for Operations (DO) and, with internal re-alignment in mid-2010, under its Division for Treaty Affairs (DTA). Throughout the project period, UNODC has provided all necessary administrative and operational support, including IT, finance, and logistics.

8. UN.GIFT has been governed by UNODC in partnership with a Steering Committee (SC), consisting of four UN agencies (UNODC, ILO, UNICEF, OHCHR), one international organization, IOM and one regional organization, OSCE, as well as the donor government of Abu Dhabi. Over the

course of the initiative, the role of the SC has evolved steadily from a more advisory function into a more participatory joint oversight mechanism (also see Management and Governance findings). Currently, the role of the Steering Committee is to provide advice on the substantive implementation of the Project and to act as its coordinating body.

9. Steering Committee decisions are made by consensus. The Steering Committee has been chaired by the UN.GIFT Manager and meets regularly as deemed necessary by the committee chair, with 21 meetings to date since Project inception in March 2007.

10. As of late 2010, agreed responsibilities of Steering Committee members are as follows:

- Promote UN.GIFT and advocate towards its goals;
- Support the development of joint activities, particularly of the UN.GIFT joint Projects;
- Fundraise for the joint Projects and other UN.GIFT activities;
- Represent UN.GIFT within their agencies and in other fora as appropriate;
- Coordinate human trafficking interventions among its members and their respective networks and alliances;
- Create synergies and avoid duplication to ensure the most cost effective delivery of activities and actions to counter human trafficking; and
- Contribute to UN.GIFT's knowledge network.

11. A relatively small UN.GIFT Secretariat has led the day-to-day management of the Project and has been responsible for supporting the UN.GIFT Steering Committee. The functions of the Secretariat have varied for different activities and products, ranging from funding, management and coordination to the development of specific events, knowledge products, and capacity-building tools.

12. From September 2007 to July 2010, the Secretariat has been led by a Senior Manager (D-1), responsible for chairing Steering Committee Meetings, corporate partnership efforts and constituency-building, and achievement of Project objectives.

13. Aside from the Senior Manager, the size of the Secretariat's core staff, including one General Service position, has ranged from 5 (2009) to 8 (2007-2008) staff members and long-term consultants.

14. As of June 2010 the Secretariat consisted of eight personnel, including one senior manager (D-1) two full-time professional staff (one P-3, one temporary P-3), one part time professional staff (P-3, 20%), a general service staff (G-5), and three consultants whose contract terms expire by December 31, 2010 and will be renewed till March 31, 2011 to ensure Project completion and/or transition to a new phase (Figures 2 and 3).

Figure 2: UN.GIFT's Organizational Structure (June 2010)

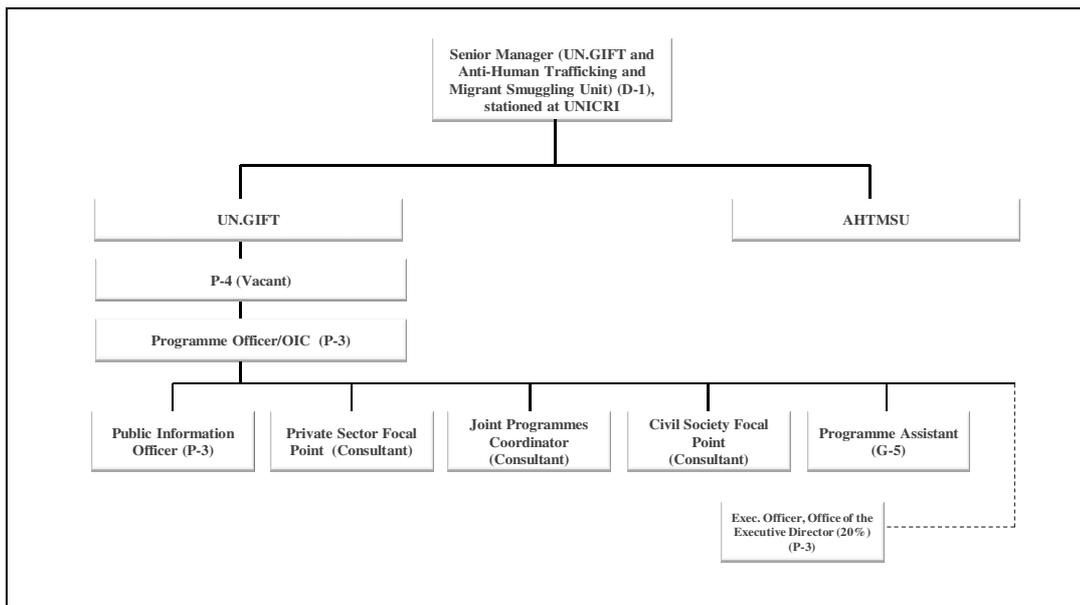
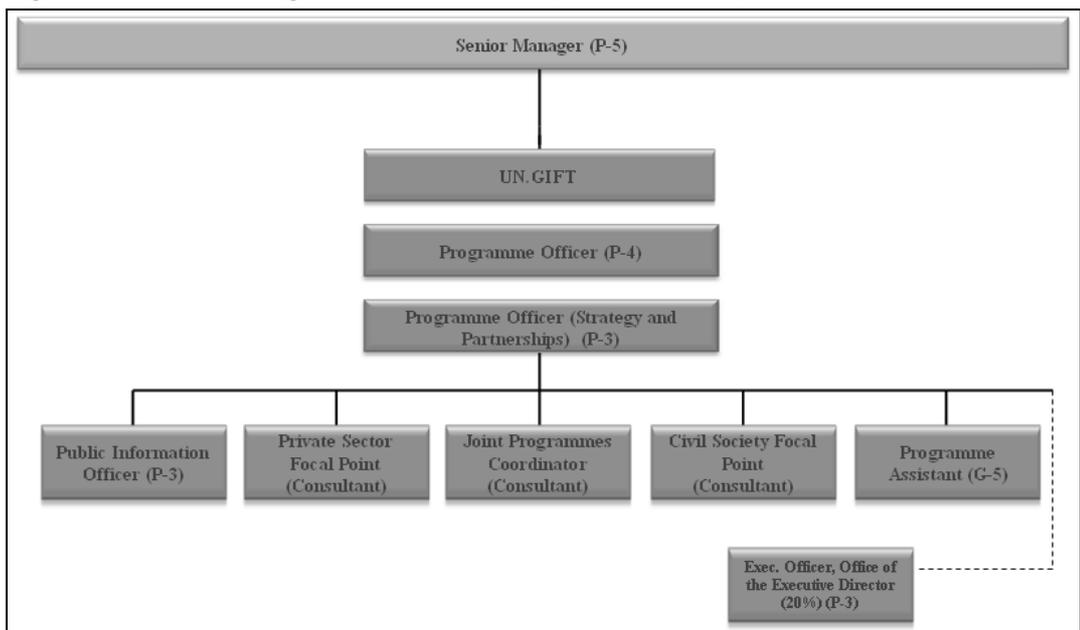


Figure 3: UN.GIFT's Organizational Structure (December 2010)



15. During the various phases of the Project, UN.GIFT has funded additional personnel in the field and within various sections at UNODC headquarters in Vienna. The number of personnel within UNODC, involved in supporting UN.GIFT, varied over time (0 to 4) and included staff embedded in the Anti-Human Trafficking and Migrant Smuggling Unit (AHTMSU), the Division of Policy Analysis (DPA), Co-financing and Partnerships Section (CPS), Policy Analysis and Research Branch (PARB), and Advocacy Section (AS); the Procurement Section (PS); and UNODC Office of the Director General and Executive Director. In addition, consultants were temporarily funded by the Secretariat for specific activities like the Vienna Forum (12 consultants), research for the Global Report on TIP (9 researchers worldwide) and Joint Programmes (1 per programme launched and co-funded positions).

16. Since mid-2010, the UN.GIFT Secretariat has worked under the UNODC Division for Treaty Affairs (DTA) and – over the entire project period – UN.GIFT has worked closely with the Division for Management (DM) for all aspects of Project implementation and with the Division for Operations (DO) in relation to regional and country programmes. UN.GIFT’s senior manager is also officer-in-charge of the Integrated Programme and Oversight Branch of DO.

3.1.2 UN.GIFT Financials

17. Overall Project expenditure through the end of 2010 has been USD 13.46 million, out of a total project budget of USD 15.49 million.³ The final tranche of USD 1.3 million was collected in early 2011. The total budget includes original UAE funding as well as additional funds mobilized by the Project over the years (see Section 4.2.8 Mobilization of Resources). Figure 4 below shows the distribution of funds by output area and total overheads (general and administrative costs), which include project management costs, organizational overheads in the form of Programme Support Costs (PSC), and expenditures related to the evaluation.

Figure 4: Project budget and expenditures (2007-2010)

USD millions, %					March 2007-Dec 2010 expenditures		Remaining funds (2011 forecast)	Total UN.GIFT budget	
	2007	2008	2009	2010 (till Dec)	USD Millions	% of Spending		USD millions	% of budget
Output 1	1.26	1.42	0.15	0.31	3.15	23%	0.22	3.37	22%
Output 2	1.43	0.96	0.56	0.86	3.81	28%	1.29	5.10	33%
Output 3	0.27	0.06	0.02	0.16	0.52	4%	0.12	0.64	4%
Output 4	0.36	1.92	0.02	-	2.30	17%	-	2.30	15%
Output 5	0.04	0.01	0.05	0.65	0.75	6%	0.16	0.91	6%
Mgmt costs	0.21	0.55	0.90	0.40	2.07	15%	0.08	2.15	14%
PSC	0.18	0.25	0.09	0.13	0.65	5%	0.09	0.74	5%
Evaluation	-	-	-	0.20	0.20	2%	0.08	0.28	2%
Total	3.76	5.19	1.80	2.72	13.46	100%	2.03	15.49	100%

Output 1: Increase awareness and knowledge of human trafficking
Output 2: Increase political commitment and capacity of Member States to counter human trafficking and implement the Trafficking Protocol
Output 3: Mobilize resources to implement the action required to combat trafficking at the international, regional and national level
Output 4: Organize a Global Conference to assess the global trafficking situation and to promote global action against human trafficking
Output 5: Increase support to victims of trafficking through NGOs and other service providers

Note: December expenditures are based on FRMS interim report and UN.GIFT expenditure tracking. As of 8 February 2011, final corrections, including those resulting from currency fluctuations, are still pending. Management expenditures include the strategy development process in December 2010; numbers may not add up to 100% due to rounding
Source: UN.GIFT Secretariat; Dalberg analysis

³ This number includes organizational overheads in the form of programme support costs (PSC), as well as project management costs and evaluation related expenditures. December 2010 expenditures are based on the FRMS interim report and cross-checked against UN.GIFT expenditure tracking (showing minimal USD 2.8k variance). As of 22 February 2011, final corrections, including those resulting from currency fluctuations, are still pending.

18. As of January 2011, a total of approximately USD 2 million had not yet been disbursed but allocated to the different output areas, with the majority (USD 1.29 million) being allocated to output area 2 (Figure 4). In addition, remaining budget funds will cover organizational overheads in the form of Programme Support Costs (PSC), evaluation related expenditures and project management costs, which include the strategic planning process for a potential new phase of UN.GIFT. The most substantial portion of these allocated funds (USD 1.1 million) will be disbursed to Joint Programme teams and spent over the next 12-16 months depending on underlying Joint Programme timing.

19. Figure 5 below shows budgeted funds by output area (a total of USD 12.3 million), excluding budgeted administration and management related costs (USD 3.2 million). In addition the figure shows actual expenditures by output area until December 2010 (a total of USD 10.5 million), excluding administrative and management related costs.

Figure 5: Project budget, expenditures, and activities by output area

Output areas	Total budget by output area (USD mil, %)	Expenditures by output area till Dec. 2010 (USD mil, %)	Major programme activities funded, facilitated, and/or implemented by UN.GIFT (not exhaustive)
1a. Increased awareness of human trafficking ²	3.4 (27%)	2.1 (20%)	<ul style="list-style-type: none"> Extensive media campaigns including a BBC TV Series, 3 films, and UN.GIFT PSAs broadcast on 9 international news channels (CNN, TV5, Deutsche Welle, Xinhua, AP) Awareness-raising posters, brochures, publications, and advocacy materials Awareness-raising initiatives like the Gulu Project and Start Freedom Campaign
1b. Increased knowledge of human trafficking ²		1.0 (10%)	<ul style="list-style-type: none"> UN.GIFT Global TiPs Report covering 155 countries (major share of knowledge budget) Multiple reports including 5 content specific reports/research papers, several region-specific UN.GIFT website launched in 2008 and expanded with rich content with launch of Virtual Knowledge Hub in August 2010 (receiving up to 16k monthly unique visitors)
2. Increase political commitment and capacity of Member States to counter human trafficking and implement the Trafficking Protocol	5.1 (41%)	1.1 (11%)	<ul style="list-style-type: none"> 10 regional conferences, covering Africa, Eastern Europe/Central Asia, South Asia and Lat. Am.
		2.7 (26%)	<ul style="list-style-type: none"> 5 Joint Programmes (down from original plan for 6 JPs) focused on local capacity building (1 launched in 2010; 2 to be launched in early 2011; 2 in development stage) Capacity-building tools for AHT professionals and government officials – including 9 Expert Group Initiative manuals and toolkits developed by UN.GIFT Steering Committee members Capacity building events (e.g., parliamentary training, 6 law enforcement trainings) Inter-agency coordination – regular coordination meetings (22 since programme launch) for UN.GIFT Steering Committee members representing many of the key players in AHT Women's Leadership Council
3. Mobilize resources to implement the action required to combat trafficking at international, regional and national level	0.6 (5%)	0.5(5%)	<ul style="list-style-type: none"> Fundraising events and partnership with UNF: USD 509k raised towards UN.GIFT budget, USD 780k raised by the JP team in Serbia, over USD 1.5 million in indirect donations and co-funding 17 private partnerships, 8 active, e.g., Qatar Airways, Eurolines, Hilton Hotels, ongoing private sector engagement and training, and facilitation of initiatives like the upcoming Tourism Industry Code of Conduct in India Best practices on private partnership design
4. Global Conference (i.e., Vienna Forum)	2.3 (19%)	2.3 (22%)	<ul style="list-style-type: none"> Vienna Forum involving 1600 decision-makers from 130+ countries, covered by 250+ media outlets, with 6,000+ separate reports in media, and mentioned in multiple UN resolutions
5. Increase support to victims of trafficking through NGOs / other service providers	0.9 (7%)	0.7 (7%)	<ul style="list-style-type: none"> Engagement and funding for global NGOs (e.g., Stop the Traffik), study exchanges for victim support providers from Nigeria and UAE, Business Leader Awards Victim Translation Assistance Tool (MP3 audio tool) Small Grants Facility (USD 529k) launched with 440 applications, 12 grants in June of 2010
Total	USD 12.3 mil ¹	USD 10.5 mil ¹	

1. Budget and expenditures exclude management and PSC costs; total budget including management and PSC is USD 15.5 mil, with expenditures of USD 13.5 through Dec. 2010

2. Output area 1 ("awareness and knowledge-building") has been further sub-divided into 1a and 1b to facilitate transparency

Source: Based on internal UN.GIFT Secretariat progress reports and tracking of expenditures; amounts may not exactly match UNODC financial reporting system information

20. The Project has been extended to allow for final disbursements of funds and other relevant transition activities over the first few months of 2011. At that point, UN.GIFT will be renewed for an additional phase or terminated.

21. The standard UN PSC rate is 13% on trust fund expenditures or, in UNODC's case, special purpose fund (SPF) expenditures (E/CN.7/2009/13–E/CN.15/2009/23). The purpose of PSC is to recover incremental indirect costs incurred to support UN activities financed from extra-budgetary donor contributions. Indirect costs covered by PSC are those that cannot be “traced unequivocally to specific activities, projects or programmes,” including those incurred when performing the following functions: project appraisal and formulation; preparation, monitoring and administration of work-plans and budgets; recruitment and servicing of staff; consultants and fellowships; procurement and contracting; financial operations, payroll, payments, accounts, collection of contributions, investments of funds, reporting and auditing.⁴ In rare circumstances, the PSC ratio can be lowered beneath the default amount, which needs to be justified and approved by special permission of the Assistant UN Secretary-General for Financial Services.

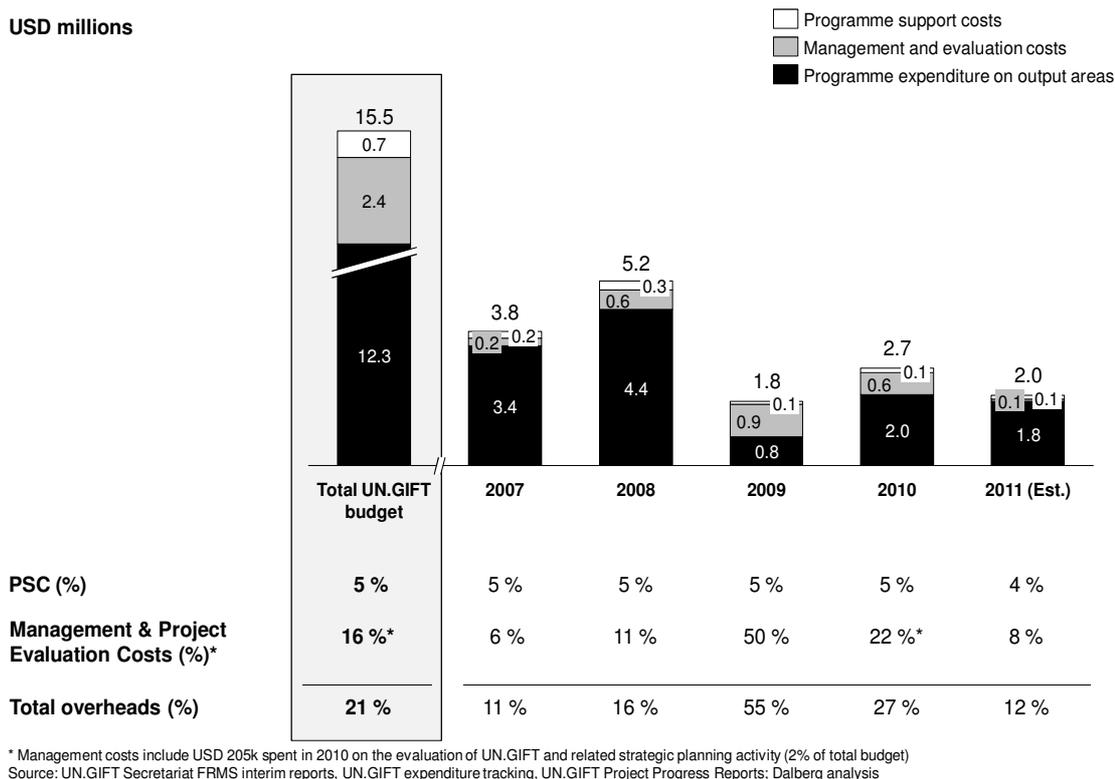
22. UN.GIFT's PSC rate on its initial grant is an instance of such an exception. The initial grant was lowered to a 5% PSC rate, based on the justification that the UN.GIFT project budget had built in substantial direct support and a large contingency element already captured as part of management costs. Project related management costs (including 2011 forecasts) will add up to 14% of the project budget. In addition, planned expenditures related to the independent evaluation will amount to 2% of the project budget, in accordance with UNODC guidelines. Based on 2007-2010 expenditures and 2011 forecasts, total overheads thus amount to 21% of the total project budget.

23. In the case of UN.GIFT, PSC revenues have been utilized as general organizational overhead for the hosting of UN.GIFT, with recovered costs being allocated to various UNODC sections and field offices.

24. Figure 6 below shows further detail on UN.GIFT expenditures over time and particularly identifies organizational overheads in the form of PSC, project management costs, and expenditures related to the independent evaluation.

⁴ UNOV/UNODC, *The Concept of Regular Budget and Extra- Budgetary Resources (Special Purpose Funds, Programme Support Funds and General Purpose Funds)*, 2010

Figure 6: UN.GIFT expenditures 2007-2011 (in USD millions)



3.1.3 Evolution of UN.GIFT

25. UN.GIFT has evolved significantly over its first 3 years of operations.

26. The original UN.GIFT Project Document called for three distinct phases of UN.GIFT (Figure 7):

- (1) A preparatory phase focused on raising awareness, knowledge about human trafficking, identifying partners and mobilizing resources.
- (2) A global stock taking phase in order to understand the priorities and key unmet needs of stakeholders. This phase included the organization of a global conference on human trafficking (the Vienna Forum, planned originally for November 2007, but ultimately held in February 2008).
- (3) An implementation phase focused on developing programmatic responses, partnerships and coordination mechanisms in line with the priorities identified in the first two phases.

27. In line with this plan, during the initial “preparatory” and “stock-taking” phases (2007-2008), UN.GIFT focused on awareness-raising for the public and opinion-makers, including ten regional AHT

conferences,⁵ the Vienna Forum to Fight Human Trafficking, a variety of public awareness campaigns, and the launch of the UN.GIFT website.

28. UN.GIFT also funded, coordinated, and produced research and capacity-building tools on various aspects of human trafficking, with the most substantial knowledge investment being the funding of the UNODC/UN.GIFT Global Report on Trafficking in Persons.

29. A series of resolutions were passed early in the Project's life in order to re-direct UN.GIFT activities towards areas of greater strategic interest to Member States, specifically technical assistance and capacity building.

30. Decision 16/1 of the Commission on Crime Prevention and Criminal Justice (CCPCJ) in April 2007 stated "that the Global Initiative to Fight Human Trafficking should be guided by Member States". Decision 16/2 in November 2007 stressed "the importance of conducting UN.GIFT in full compliance with the mandate of and decisions of the Conference of Parties to the United Nations Convention against Transnational Organized Crime" and requested "that the United Nations Office on Drugs and Crime to provide Member States, the Commission on Crime Prevention and Criminal Justice and the Conference of the Parties to the United Nations Convention against Transnational Organized Crime with all information on the proceedings of the Vienna Forum as well as on progress and future planning of UN.GIFT, including by providing reports on the meetings of the steering group and reports of regional and expert group meetings."

31. CCPCJ Resolution 17/1 on the "Efforts in the fight against trafficking in persons", requested "the United Nations Office on Drugs and Crime to continue consultations with Member States and to ensure that the Global Initiative to Fight Human Trafficking is carried out as a technical assistance project within the mandates agreed by the relevant governing bodies and to brief Member States on the work plan of the Global Initiative, to be executed before the end of the project, in 2009".

32. Aside from these resolutions, the Project has also been subject to a number of revisions, most notably in December 2007, March 2009, December 2009, and February 2010 formalizing the shift to technical assistance, increasing the size of UN.GIFT Secretariat, extending the Project's duration to December 2010, and revising the Project's activities in line with a new Strategic Plan approved by the UN.GIFT Steering Committee in November 2009.

⁵ The regional conferences have been categorized under the "political commitment and capacity-building" output area, but like the Vienna Forum were mostly intended as a tool for political mobilization and awareness raising for decision-makers.

Figure 7: Evolution of UN.GIFT (2007-2010)



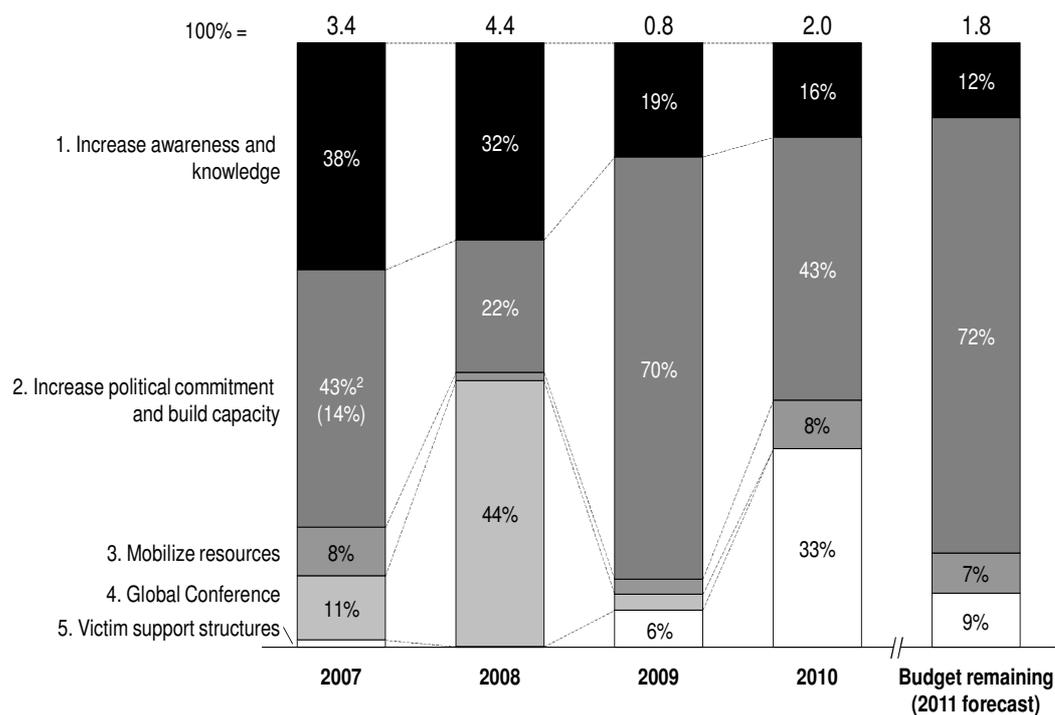
Major project revisions

Sept-Dec., 2007	Senior Manager appointed; MS direct UN.GIFT to cancel several activities (e.g., establishment of an AHT fund), delay the Vienna Forum to February 2008, and resolve that the effort should be managed as a technical assistance project with increased focus on capacity building
Mar. 2009	No cost extension of the project by 9 months till 31 Dec. 2009; UNODC to continue consultations with MS and to ensure that UN.GIFT is carried out as a technical assistance Project (restated in GA resolution 63/194)
Dec. 2009	No-cost extension of the Project until 31 Dec. 2010; restructuring of outputs and activities in line with a new Strategic Plan approved by the UN.GIFT Steering Committee; some changes in monitoring and reporting

33. In accordance with these resolutions and revisions and broadly in line with the Project's original plans for an "implementation" phase, UN.GIFT priorities shifted in late 2008 toward capacity building and technical assistance, as reflected in increased expenditures for Output Area 2 (Figure 8). While continuing to carry out awareness-raising and knowledge efforts, UN.GIFT began to shift its resources to developing Joint Programmes at the national or regional levels, mobilizing global and national public-private partnerships, and launching a Small Grants Facility for NGOs with a focus on prevention and victim support⁶.

⁶ The UN.GIFT Small Grants Facility (SGF) focuses on four activity lines as agreed to by the SC, namely (i) the empowerment of vulnerable groups and communities, (ii) direct victim support, (iii) cooperation between NGOs from countries of origin and destination, and (iv) collection of evidence-based knowledge

Figure 8: Shift of expenditures to capacity-building and victim support after 2008



1 Excludes management costs, evaluation fees, and PSC; expenditure per output calculated based on the UN.GIFT project team's internal monitoring of expenditures

2 Includes USD 1.1 million of regional conference spending (29% of total), with balance of funds (14% of total) spent on capacity building and TA activities

Source: UN.GIFT team analysis

34. It is important to note that the regional conferences in 2007, with nearly USD 1.1 million of expenditures, particularly focused on raising awareness of regional decision-makers, knowledge-sharing and boosting political commitment. However, due to the shortcomings of the logical framework, they were categorized under the “capacity-building” output area (2) and therefore obscure the shift to technical assistance after 2007, which was in fact substantial. Adjusting for the regional events, technical assistance spending has increased from a negligible portion of the USD 3.4 million spent on Project activities in 2007 (14%), to 22% of the USD 4.4 million spent in 2008 to 43% of direct project expenditures in 2010 (Figure 8).

3.2 Evaluation scope, methodology and limitations

35. The independent evaluation of UN.GIFT was initiated by the UN.GIFT Secretariat in accordance with the original project document. An external company, Dalberg Global Development Advisors, was selected through an independent procurement process and has conducted the evaluation, in collaboration with the Independent Evaluation Unit (IEU) of UNODC. Dalberg is a professional services firm that specializes in providing management advice to organizations in the field of international development.

36. The purpose of the evaluation was to derive recommendations, best practices and lessons learned from measuring the achievements, outcomes and impact produced by the project, as well as recommendations on the future of UN.GIFT. Based on this analysis, the evaluation has been meant to inform major decisions on whether UN.GIFT should continue as is, be strategically re-positioned, or terminated after December 31, 2010. In the case of continuation or strategic re-positioning, this evaluation was meant to include a set of recommendations regarding Project mandate, activities, management, and governance that would serve as an input into a comprehensive strategic planning process for any new phase of UN.GIFT.

37. Per the evaluation TOR and subsequent adjustments agreed to by the IEU and UN.GIFT Management, the evaluation has featured three phases:

- i) **Phase 1: Preliminary evaluation.** The first phase of the evaluation was carried out July – September 2010 and culminated in a preliminary evaluation report. The purpose of this first phase was to provide an analysis of progress that UN.GIFT has made as of June 30, 2010 in order to inform decision-making about the future of UN.GIFT. An abridged version of the preliminary evaluation report was posted as part of the documentation for the Fifth Session of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime (18-22 October, 2010).
- ii) **Phase 2: Syndication of evaluation findings and preliminary recommendations.** The second phase of the evaluation (early September to mid-October 2010), carried out concurrently with the end of the first phase has been highly participatory, involving several rounds of feedback on preliminary evaluation findings and recommendations from Member States, Steering Committee members, UNODC sections, and UN.GIFT Management and staff. It also included a number of presentations and briefings for key Project stakeholders, the UN.GIFT SC, Member States, UNODC Management and the UN.GIFT Project team. This phase culminated in an extended interim evaluation document.
- iii) **Phase 3: Final evaluation report.** The final evaluation report was prepared in January/February 2011 and will be published on UNODC's external website. It is based on an the extended interim evaluation document and an additional data collection and analysis phase in December 2010, which particularly focused on ongoing activities, including a review of the Small Grants Facility, Joint Programmes, and Virtual Knowledge Hub. The final report accounts for Project funds

disbursed before January 2011 and includes allocations for 2011. Additionally, the document provides refined evaluation findings and recommendations.

38. Throughout the evaluation process the evaluators have focused on the criteria laid out in the evaluation Terms of Reference including relevance, effectiveness, efficiency, impact, sustainability, partnerships, management and governance and related evaluation questions. (Figure 9)

Figure 9: TOR Evaluation Criteria

Evaluation criteria	Key Questions
Relevance	<ul style="list-style-type: none"> • Are UN.GIFT’s objectives and activities aligned with clearly identified needs of stakeholders and end-beneficiaries? • Are the mandate and activities distinct and value-adding beyond the activities of other players in anti-human trafficking? • Do the activities and objectives make use of UN.GIFT’s comparative advantages or are a good fit for the UN?
Effectiveness	<ul style="list-style-type: none"> • To what extent have planned outputs and activities been completed? • What was the quality of UN.GIFT deliverables and activities? • To what extent have outputs and activities helped the Programme achieve its objectives – e.g., improved awareness, increased political commitment, enhanced coordination, strengthened victim’s support, improved capacity?
Efficiency	<ul style="list-style-type: none"> • Have project activities and outputs been achieved on time and within budget? • What is the perception of UN.GIFT efficiency based on stakeholder experience? • Could activities have been done more cost-effectively delivering the same or better results? • Has the Programme been monitored effectively in order to deliver the best results?
Impact	<ul style="list-style-type: none"> • Has UN.GIFT reached it’s overall high-level objectives? • What are the intended or unintended long-term effects of UN.GIFT on inter-agency coordination and cooperation? • What are the long-term micro- or macro-level effects of UN.GIFT activities on individuals, communities, and institutions?
Sustainability	<ul style="list-style-type: none"> • To what extent have effects been sustained or are likely to be sustained after the activity was completed? • Has UN.GIFT mobilized resources in order to ensure sustainability of activities and impact? • Have the project stakeholders and beneficiaries taken ownership of the objectives to be achieved by the project?
Partnerships	<ul style="list-style-type: none"> • Have inter-agency coordination mechanisms been successfully established? • What lessons can be drawn from the UN.GIFT Joint Programmes? • What lessons can be drawn from the engagement with civil society and private sector stakeholders?
Management and Governance	<ul style="list-style-type: none"> • To what extent have governance arrangements been conducive to effective implementation? • To what extent have the roles and responsibilities of the Steering Committee been clearly defined and fulfilled? • To what extent are the organizational structure of UNODC, the managerial support provided, and the coordination mechanisms supportive of UN.GIFT?
Lessons Learned	<ul style="list-style-type: none"> • What lessons can be learned from the project implementation, governance and impacts and how can these be applied to better future performance of the program? • What are the best practices that emerge from the Programme and what is the potential for replication?

39. To assess the Project against these dimensions, the evaluation team has conducted a wide-ranging desk review of Project documents (List of UN.GIFT Documents Consulted in Appendix G), external research (List of External Documents Consulted in Appendix H), surveys and semi-structured stakeholder interviews. A total of six electronic surveys of different stakeholder groups was carried out, including Member States, UN.GIFT Steering Committee members, UNODC and UN.GIFT staff, as well as external stakeholders like civil society organizations, private sector companies and independent AHT experts.(Evaluation Survey Sample in Appendix D). Specific surveys were carried out for India case study and of Small Grants Facility grantees. In addition, live and phone interviews were conducted with 113 representatives of various stakeholder groups. (Interview Guide Sample in Appendix C; List of Persons Interviewed in Appendix B). The evaluation was supplemented by two country case studies undertaken through field missions – a regional conference in India and a Joint Programme in Serbia. (Case study mission schedules in Appendixes E-F).

40. An overview of the survey and interview methodology and stakeholder coverage is provided in the figure below (Figure 10):

Figure 10: Methodology and stakeholder engagement⁷

Stakeholder Group	Interview coverage (#)	Methodology (interviews)	Survey coverage # of responses/ # invited	Methodology (survey)	Total stakeholder coverage
Member States (MS)	26	<ul style="list-style-type: none"> Interview invitation to all 192 Member States Follow-up invitations to Regional Chairs, countries who have hosted regional events or Joint Programmes, UN.GIFT donor countries, countries who have demonstrated particular interest in UN.GIFT in the past 	9/192 (5%)	<ul style="list-style-type: none"> Electronic survey invitation to all 192 Member States, with 3 weeks provided for survey completion 	29 / 192 15% of all Member States
UN.GIFT Steering Committee (SC)	7	<ul style="list-style-type: none"> Interviews with primary points of contact from all Steering Committee member organization Interview with the representative of the donor 	3 / 7 (43%)	<ul style="list-style-type: none"> Survey invitation to primary points of contact or alternative representatives as nominated by SC member organizations 	All SC Members, including donor
Internal Stakeholders (UN.GIFT / UNODC)	33	<ul style="list-style-type: none"> Interviews with entire UN.GIFT Secretariat team and former UN.GIFT management, UN.GIFT funded staff (e.g., consultants), and UNODC staff and management with responsibilities for UN.GIFT or who acted as UN.GIFT 's implementation partners 	27 / 62 (43%)	<ul style="list-style-type: none"> Survey sent to UNGIFT funded staff and UNODC staff with managerial responsibilities for UN.GIFT or who acted as UN.GIFT implementation partners Survey also open to field office representatives within UNODC 	34 UN.GIFT/ UNODC management and staff
External Stakeholders	12	<ul style="list-style-type: none"> Sample of external stakeholders with direct involvement in UN.GIFT activities, including NGOs and Private sector partners 	223 / 2264 (10%) 10 / 12 (83%)	<ul style="list-style-type: none"> Wide sample of external AHT stakeholders with and without exposure to UN.GIFT activities, sourced from various UN.GIFT contact lists and AHT databases (223 / 2264) Additionally, 10 / 12 SGF recipients surveyed 	245 external stakeholders
India case study	10	<ul style="list-style-type: none"> UNODC field office staff involved in UN.GIFT activity implementation; Other implementation partners; Regional actors in the field of AHT without direct involvement in UN.GIFT 	13 / 326 (4%)	<ul style="list-style-type: none"> Electronic survey invitation to the 326 South Asia Regional Conference participants (40% of total conference participants) whose contact details were registered with UN.GIFT (2 weeks provided for responses) 	23 internal and external stakeholders
Serbia case study	14	<ul style="list-style-type: none"> UNODC, IOM, UNHCR field office staff implementing the Joint Programme; Government officials and representatives of agencies and NGOs who had exposure to Joint Programme activities; representatives of Joint Programme donors 	N/A	<ul style="list-style-type: none"> N/A 	14 internal and external stakeholders

41. Limitations of the evaluation:

- i) Beyond the inherent difficulties of evaluating multi-stakeholder initiatives like UN.GIFT, limitations also resulted from the Project's logical framework: Budget and expenditure data are organized against five output areas, most of which are defined too broadly and show some overlap. Many activities thus fit into several categories, but are assigned to one particular output area. In addition, there were substantial shifts of planned activities within the original logical framework in 2008 and 2009-2010. However, for the purpose of this report, the evaluators have adopted the same output areas as the UN.GIFT logical framework.
- ii) The absence of baseline data and adequate performance indicators and targets for most Project results are related to the limitations of the logical framework. Similarly, they resulted in a

⁷ Interview coverage figures do not add up to total number of interviewees (114) because only one representative per MS/SC member/organization/company was counted.

focus on activities and a lack of availability of performance review documents with end-user feedback.

- iii) In addition, despite additional efforts of the UN.GIFT Secretariat, the evaluation team faced a lack of activity-level budgets and expenditure data, due to limitations of UNODC's financial and project management IT systems.
- iv) In order to address the limited regional perspective, an additional focus was put on two case studies, a regional conference in India and the Serbia Joint Programme (see Section 6). Tight timelines in the first phase of the process, partly due to an extended evaluation procurement process, had some negative effects on the data collection phase. Despite efforts to ensure maximal outreach (e.g., via reminder emails), the response rates for some electronic surveys remained low, partly due to the first phase's short duration and timing during the summer period.

42. Despite these limitations, given the extensive stakeholder interviews across the globe, data from multiple electronic surveys, regional case study missions, and extensive triangulation of findings with external research and over two hundred Project documents, the evaluators are confident about the quality of the findings and recommendations of the evaluation.

4 Major Evaluation Findings and Analysis

4.1 Relevance

43. UN.GIFT's overall role as a platform for technical AHT cooperation within and outside the UN has been highly relevant.

44. International coordination and cooperation on anti-human trafficking, within and outside the UN system at both global and local levels is an important and persisting need. The importance of coordination and cooperation has been recognized by multiple UN resolutions (e.g., GA resolutions 61/180, 63/194 and 64/178 on "Improving the coordination of efforts against trafficking in persons" and GA resolution 58/137 on "Strengthening international cooperation in preventing and combating trafficking in persons and protecting victims of such trafficking"). Coordination remains a top priority as highlighted in the recent UN Global Plan of Action to Combat Trafficking in Persons (GPA), which "strongly urge[s] all responsible UN entities to coordinate their efforts to fight trafficking in persons effectively and protect the human rights of its victims" and supports broader collaboration with NGOs and the private sector.

45. UN.GIFT has provided a global mechanism for technical cooperation through its multi-agency Steering Committee, its global and regional conferences, and its efforts to engage with the private sector and civil society. At the regional level, within the UN system, the most prominent example of a dedicated forum for inter-agency AHT coordination is the United Nations Inter-Agency Project on Human Trafficking (UNIAP), responsible for facilitating a stronger and more coordinated response to human trafficking within the Greater Mekong Sub-region. Additionally, multiple inter-agency and inter-governmental mechanisms and initiatives from outside the UN system have focused on regional coordination (e.g., OSCE Action Plan and Forum to Combat Trafficking in Human Beings; Council of Baltic Sea States Task Force against Trafficking in Human Beings; CIS Agreement on Cooperation in Combating Human Trafficking, Trafficking in Organs and Tissues; Central American Coalition against Trafficking in Persons; SAARC Convention on Preventing and Combating Trafficking in Women and Children for Prostitution).

46. However, at the global level, the Inter-Agency Coordination Group against Trafficking in Persons (ICAT) is the only other recognized mechanism for AHT coordination. ICAT is an eighteen member AHT coordination platform established pursuant to a request from the Economic and Social Council (ECOSOC 2006/27) and reinforced by GA Resolution 61/180 "Improving the coordination of efforts against trafficking in persons" in line with a UN Chief Executives Board for Coordination (CEB) initiative to increase coordination on transnational crime issues.

47. Interviewed stakeholders recognize UN.GIFT as the most active global forum in promoting multi-stakeholder cooperation in the field of AHT and have also commented positively on the relevance of UN.GIFT's role in regional and local inter-agency cooperation as part of UN.GIFT Joint Programmes. Although ICAT activities, in contrast, have until recently been limited to annual or biannual meetings

of its members, a number of stakeholders remain concerned about UN.GIFT's role as a body for inter-agency cooperation vis-à-vis ICAT.

48. While the evaluators did not conduct an in-depth evaluation of ICAT, desk review and extensive stakeholder feedback as part of the UN.GIFT evaluation show comparable objectives and priorities and some similarities between UN.GIFT activities and ICAT planned activities. However, ICAT has been effectively unfunded through much of its existence, has held relatively infrequent meetings, and has no own Secretariat. In addition to the absence of funding (i.e., no operational budget) and supporting staff, ICAT lacks an administrative basis and logical framework, with resulting detailed activity and output plans and monitoring requirements. Thus, its objectives are effectively general AHT coordination priorities agreed-to by ICAT members rather than a concrete set of coordination activities. Other notable differences between ICAT and UN.GIFT are their legal basis – a General Assembly resolution for ICAT and a technical assistance project document (GLOS83) for UN.GIFT, as well as membership, which is significantly larger for ICAT (Figure 11).

Figure 11: Comparison of UN.GIFT and ICAT objectives and activities/priorities

Key design elements	ICAT	UN.GIFT	
Key similarities	Overall objective	<i>"Improve coordination and cooperation between UN agencies and other international organizations to facilitate a holistic approach to preventing and combating trafficking in persons including protection of and support for victims of trafficking."</i>	Coordination and a holistic approach to AHT are not explicit overall objectives but a cross-cutting theme: <i>"the focus of this initiative will be on the ways of improving the coordination of AHT efforts – at the national, regional and global levels [through a] globally coordinated AHT campaign."</i>
	UNODC relationship	UNODC is the chair of ICAT and is entrusted with oversight of ICAT's coordination activities; agreement on rotating chair in 2009 meeting	UNODC is the Executing Agency of UN.GIFT (Project GLOS83) and the host of the UN.GIFT Secretariat
	Comparable AHT priority areas	<p>Joint regional activities – improve coordination activities at the global and regional levels (including synergies with existing coordination mechanisms)</p> <p>Best practice sharing – e.g., publishing a technical assistance toolkit gathering resources and best practices</p> <p>Knowledge exchange – platform for exchange of info and good practices on AHT (ICAT website idea dropped)</p> <p>Trafficking data – joint action will be initiated for the development of global indicators on trafficking in persons</p>	<p>Joint regional activities – develop and implement UN.GIFT inter-agency Joint Programmes at regional or country levels</p> <p>Best practice sharing – develop and disseminate best practice manuals and toolkits (via EGIs)</p> <p>Knowledge hub – serve as a hub for inter-agency knowledge sharing within / outside UN via a Virtual Hub</p> <p>Trafficking data – Global Report on TIP and a variety of other inter-agency knowledge efforts; including multi-agency report with common methodology / indicators</p>
Key differences	Legal basis	Created from UN system resolutions based on the recommendations by the Chief Executives Board for Coordination (CEB)	Created through a technical assistance project document and referred to in UN resolutions and GPA
	Membership	18 entities: ILO, IOM, UNICEF, UNIFEM, UNDAW, UNHCR, UNODC, OHCHR, DPKO, UNICRI, UNFPA, UNAIDS, UNDP, UNESCO, UN-INSTRAW, ICAO, ICPO-Interpol, WB	6 entities: ILO, IOM, OHCHR, OSCE, UNICEF and UNODC (additionally, a representative of the UAE donors participates in UN.GIFT Steering Committee meetings)
	Administration and budget	<USD 100k one off resources over entire history (no dedicated funding, 1 supporting resource, no Secretariat)	USD 15.5 mil. project with operational budget, logframe, and monitoring requirements and 5-8 FTE Secretariat
	Inter-agency meetings (2007-2010)	4 (original plan to meet bi-annually)	21

Source: ICAT TOR and other documentation; UN.GIFT discussion paper on UN.GIFT and ICAT 2009; evaluation team analysis

49. The evaluation concludes that the outlined similarities can easily create a perception of overlapping mandates, even though structure and activities of UN.GIFT and ICAT have been very

distinct. While UN.GIFT’s focus has been on more technical ground-level coordination, ICAT shows potential for high level policy coordination, especially given its broader membership and legal basis.⁸

50. If ICAT was to obtain new funding, there is some risk of duplication in the future if ICAT was to pursue some of its objectives without close coordination with UN.GIFT. Potential activities that could lead to duplication include the publication of technical assistance toolkits to promote inter-agency best practices, potential coordination of activities and projects at the regional and national levels, alignment on global trafficking indicators and methodologies, and enhanced cooperation with organizations outside of the UN system. Other activities, though mentioned in early ICAT documents, appear to have been dropped in subsequent materials (e.g., ICAT knowledge exchange and coordination website).

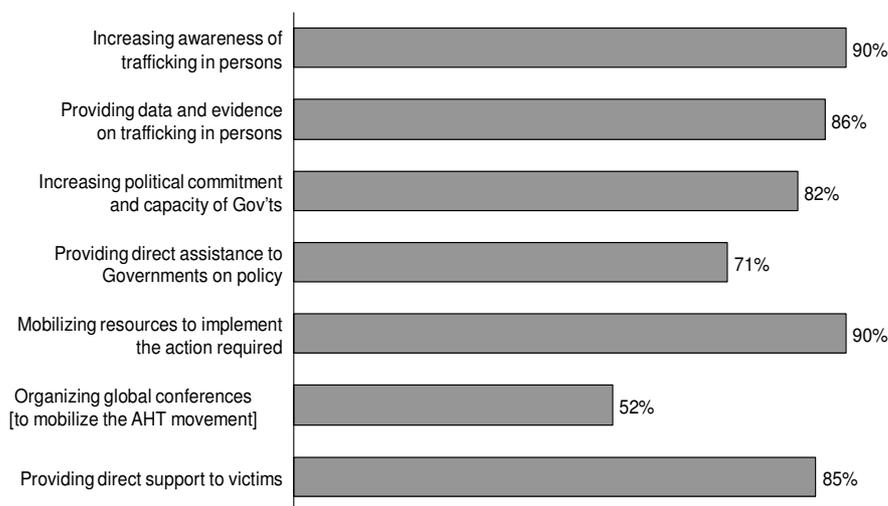
51. Based on these facts and given the strong support for both ICAT and UN.GIFT in the GPA, further clarification is critical to reduce confusion and avoid duplication of roles in the future. The ICAT analytical review released on the occasion of the 2010 COP with an update on ICAT’s mandate and objectives was a useful step in this direction. However, further clarity on distinctions from and linkages to UN.GIFT is likely required in future communications to the AHT community and Member States.

52. The evaluation found that in addition to UN.GIFT’s de facto inter-agency cooperation and coordination role, the sub-objectives of UN.GIFT at the level of output areas are also highly relevant. This was clearly reflected in surveys of external stakeholders (Figure 12) and consistent feedback from Member States and Steering Committee members on critical AHT needs and gaps.

Figure 12: The relevance of the broad UN.GIFT output areas is high

External stakeholders (N = 203)*

Significant or very strong emphasis should be placed on the following activities in the fight against HT

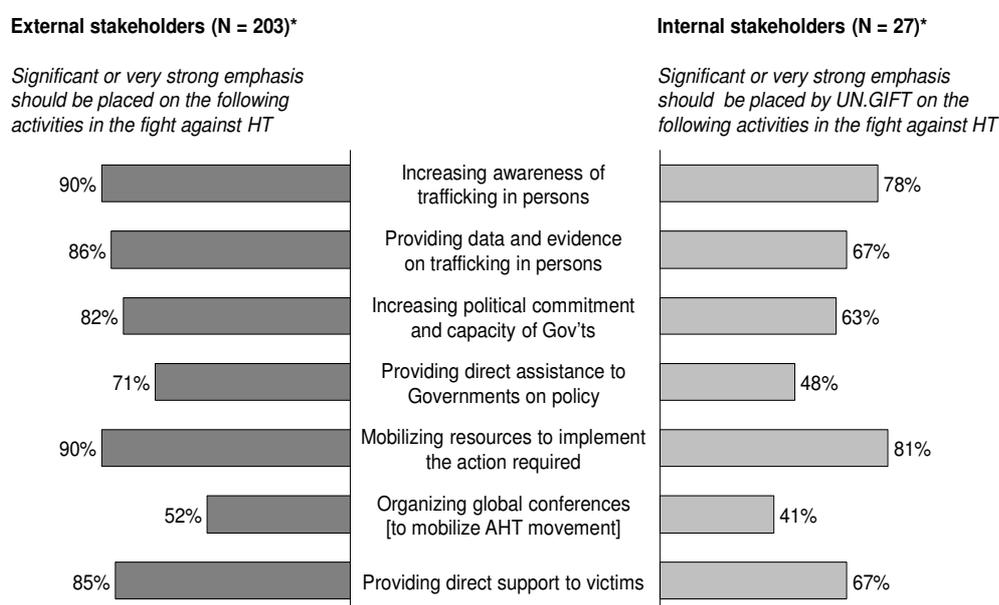


Source: Electronic surveys with responses from 203 external stakeholders

⁸ See context section in ICAT, *An analytical review: 10 years on from the adoption of the UN Trafficking in Persons Protocol* (2010).

53. Additionally, the external assessment of critical AHT gaps matched internal UN.GIFT and UNODC assessments of most relevant priority areas for UN.GIFT (Figure 13).

Figure 13: UN.GIFT assessments of AHT needs match perception of external stakeholders



Source: Electronic surveys with 203 external and 27 "internal" (UNODC and UN.GIFT) respondents on this question

54. The prioritization of individual activities under these output areas, however, has been questioned by many stakeholders.

55. Once the Project is completed, the major spend areas, as a percentage of the total budget for output areas (i.e., excluding overheads), will be the following: global (19%) and regional (9%) conferences and affiliated activities; capacity building including tools, events, and Joint Programmes (23%); and awareness-raising activities (18%). In contrast, enhanced victim support structures, an output area and one of the two major Project immediate objectives, will have received less than 7% of budgeted Project resources under the Victim Support output area or up to 10% if victim support expenditures embedded in Joint Programmes are added to this output area instead.

56. Over time, in light of the funds committed to the Small Grants Facility, the victim support budget has doubled from earlier project documents. Furthermore, it must be noted that additional funding for victim support structures is embedded in the capacity building output area as part of Joint Programmes. The evaluation team estimates that over 30% of actual and anticipated Joint Programme funding will be targeted to victim support. Accounting for these funds, the actual victim support spending will account for roughly 10% of the overall UN.GIFT budget.

57. Even with these adjustments, however, it appears that a very limited amount of funds was directed towards the critical and relevant victim support objective particularly in light of the fact that the creation and strengthening of victim support structures was one of the two overarching objectives in the initial UN.GIFT strategy. That initial focus on victim support was appropriate, as survey and interview

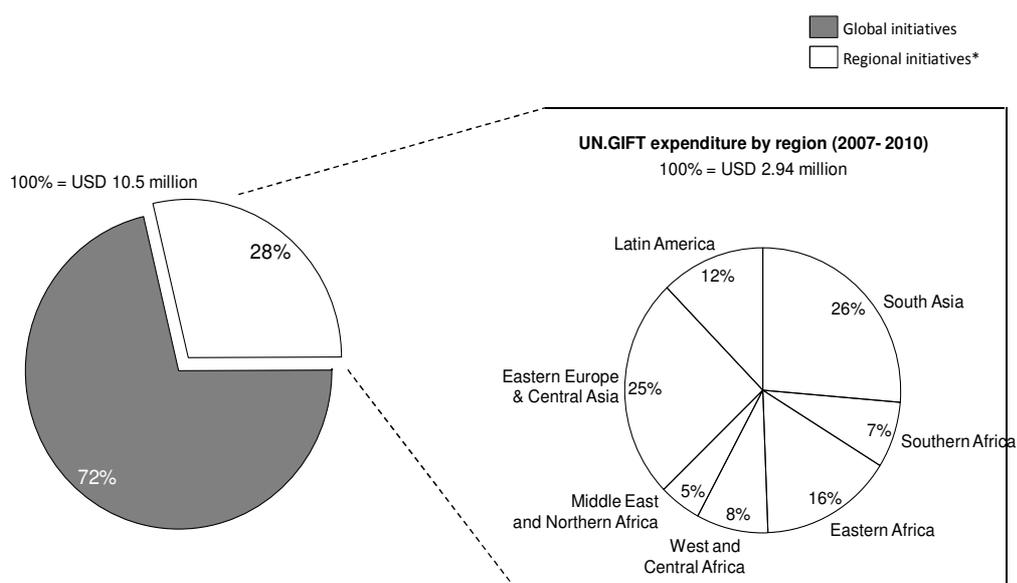
results from this evaluation have universally highlighted victim support structures as a top concern of Member States, NGOs, the private sector, and multi-lateral agencies in the global fight against trafficking in persons.

58. Questions have also been raised on the share of resources allocated to conferences relative to other AHT priorities, which is significant. However, the prioritization of conferences was approved by the donor and is transparent in early Project documents. Furthermore the need for a global forum for sharing ideas, coordinating, and increased global profile for TIP was acknowledged widely at the time of the event. Stakeholder feedback suggests that the continued need for such forums remains, but at a smaller scale and on more targeted issues, often at regional level, since such opportunities for best practice exchanges are still limited in many regions.

59. In terms of geographic mix, over 70% of all Project expenditures for output areas (as of 31 December 2010) have been global (i.e., not targeting specific regions), with South Asia received the majority of regional expenditures (Figure 14).

Figure 14: UN.GIFT allocation of expenditures to Global and Regional initiatives

UN.GIFT allocation of expenditure to Global and Regional initiatives



Note: Regional expenditures include regional research expenses, joint programme expenses, and other regional expenses like dissemination of capacity-building tools (e.g., translation and printing) that are administered by the HQ

Source: UN.GIFT Budget Report (2007-2010), UN.GIFT financial summaries (2007-2010); UN.GIFT Financial Authorizations (2007-210)

60. While these expenditures are in accordance with the original project document and the global focus of the Project, stakeholders expressed strong needs for more technical cooperation on the regional and national level.

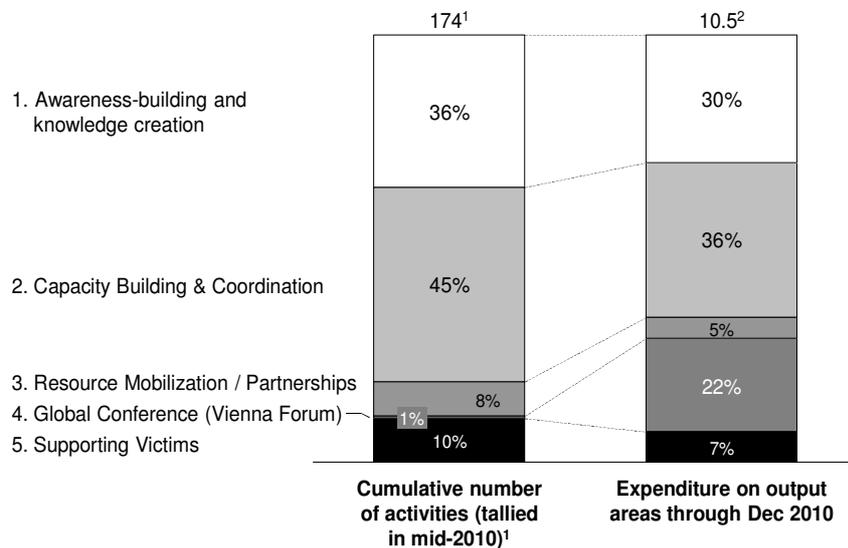
4.2 Effectiveness

4.2.1 Completion of activities against UN.GIFT plans

61. Based on the volume of activities, UN.GIFT accomplishments against the original and revised work plans are impressive in light of the small size of the UN.GIFT Secretariat (i.e., 5-8 core personnel, staff and consultants, over the Project's life-time). The large volume of activities was also possible due to the substantive contributions of SC members and key partners in supporting and implementing many of the Project's activities.

62. Review of Project documents shows that at least 174 activities (tallied in June 2010), albeit of highly differing levels of size, duration and effort, were completed since March 2007 (Figure 15).

Figure 15: UN.GIFT activity mix by output area



1 Due to shortcomings in UN.GIFT project management systems the evaluation team had to construct its own activity database from periodic UN.GIFT activity reports and manually categorize activities by project output and pillar (in some cases requiring subjective judgment on activity classification); the database was not updated for the final evaluation, but would have included no more than 10-15 new activities with no material impact on the activity distribution shown above.

2 Excludes management expenses and project support costs not allocated against specific output areas

SOURCE: UN.GIFT Project Progress Reports, UN.GIFT expenditure tracking, Dalberg analysis

63. The evaluation team's desk research confirms that the vast majority of activities in the initial and revised project documents were completed in accordance to plans through December 2010. However, it must be noted that in December 2010 the final tranche of pledged funds had not yet been collected and some output area related disbursements were still pending in 2011 (for details see also Figure 5).

64. Of the 27 activities in the original work plan, five were cancelled in response to Member State guidance – a second global conference planned for Abu Dhabi in 2008, the Group of Like-minded Member States, the creation of a special purpose "AHT Implementation Fund," and two fundraising events. 2010 work plan activities, which were still ongoing at the time of the preliminary evaluation (e.g., Small Grants Facility, Virtual Knowledge Hub, Business Leaders' Award), have been completed as planned, though some final disbursements have been delayed and will be made in 2011.

65. Implementing agencies of Joint Programmes and Small Grants Facility grantees will continue with the implementation of related activities after the termination of the current phase of UN.GIFT, as planned. However, one Joint Programme (Pakistan) was postponed due to the floods, the security situation and major restructuring and down scaling of some implementing agencies in the country. In September 2010 the Steering Committee thus approved the reallocation of funds to other Joint Programmes. As of February 2011 one Joint Programme (Serbia) is being implemented according to plan, two are scheduled to be launched in early 2011 (Bolivia, Rwanda) and two are currently in the developing stage (Central Asia, Egypt).

4.2.2 Quality of activities and Project outcomes

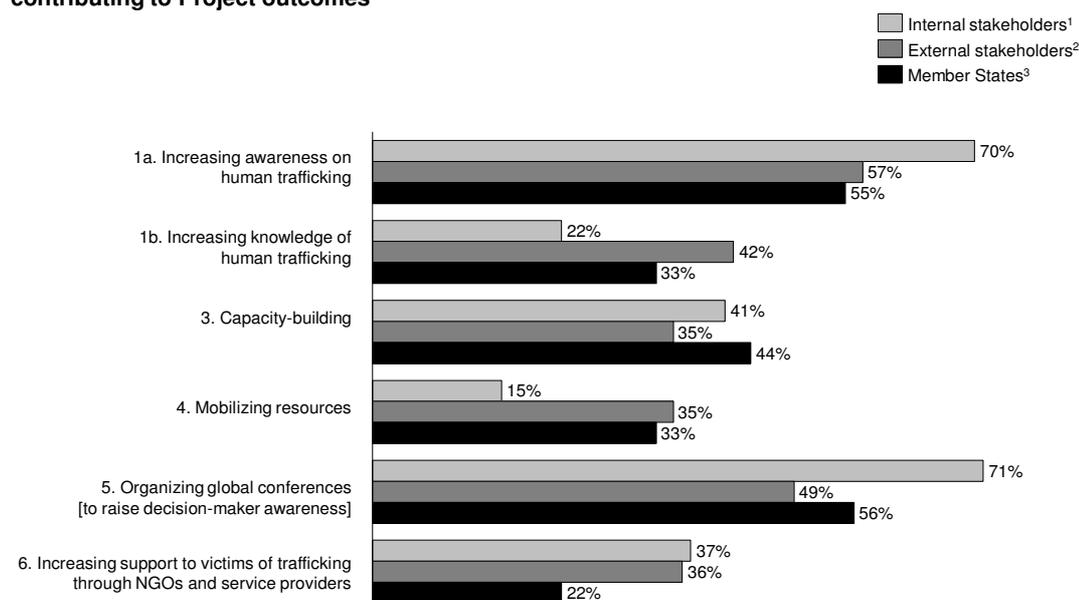
66. The evaluation team reviewed a large sample of UN.GIFT activities, with a focus on initiatives with larger budgets.

67. The available evidence indicates that the execution of individual activities has generally been high in terms of output quality. However, the contribution of these often experimental and innovative activities to Project objectives (i.e., “outcomes”) is often difficult to quantify because of a lack of measurable outcome-level data and baselines.

68. Evidence from stakeholder surveys (conducted in July/August 2010) suggests that the most recognized contributions toward outcomes are in the awareness-raising for decision-makers via the Vienna Forum and awareness-raising for the public, followed by capacity-building and increasing knowledge of TIP. The least progress was seen on the mobilization of resources and victim support structures (Figure 16).

Figure 16: Overall UN.GIFT effectiveness – contribution towards UN.GIFT outcomes

% of survey participants who thought UN.GIFT activities were effective or very effective in contributing to Project outcomes



1. 27 UNODC and UN.GIFT staff and management involved in UN.GIFT

2. 223 external stakeholders including NGOs, private sector players, and government officials involved in AHT activities worldwide

3. 9 Member States (limited sample, but corresponds to Member State perceptions reported through semi-structured interviews)

Source: Electronic surveys

4.2.3 Awareness-building for decision-makers and political commitment

69. The most consistent theme across all stakeholder interviews was UN.GIFT’s notable contribution to raising the profile of human trafficking with opinion-makers at the global and regional levels particularly via the Vienna Forum, ten regional conferences in 2007, and activities like the active participation by UN.GIFT SC members at the General Assembly Thematic Debate on AHT in June 2008 and multi-stakeholder efforts such as the launch of a parliamentary handbook.

70. The multitude of mentions of UN.GIFT in UN resolutions and documents – the UN.GIFT Secretariat has compiled over 50 such mentions over the course of 3 years – can be seen as a directional indicator of decision-maker recognition and awareness of UN.GIFT’s activities and a measure of the strength of UN.GIFT’s brand with global AHT stakeholders.

71. The 2008 Vienna Forum, a gathering of over 1,600 participants, including government (50%), civil society (32%), international agency (15%), and private sector (3%) decision-makers across more than 130 countries, was the most prominent UN.GIFT event aimed at mobilizing opinion-makers and building stakeholder awareness on the issue of anti-human trafficking.

72. The Forum was the most commonly mentioned example of effective UN.GIFT activities in stakeholder interviews (with 90% of mentions being positive) and was highly rated in the evaluation survey of external stakeholders (60% awareness among external stakeholder sampled, with 60% of attendees finding the event useful or highly useful), with most commenting on the enhanced profile for AHT with opinion-makers and the benefits of involving new social and private sector players in the AHT effort.

73. Ten regional conferences fed into the Vienna Forum with the objectives of focusing on the regional specificities of the crime, raising awareness, and broadening the AHT coalition (Figure 17).

Figure 17: List of UN.GIFT Regional Conferences

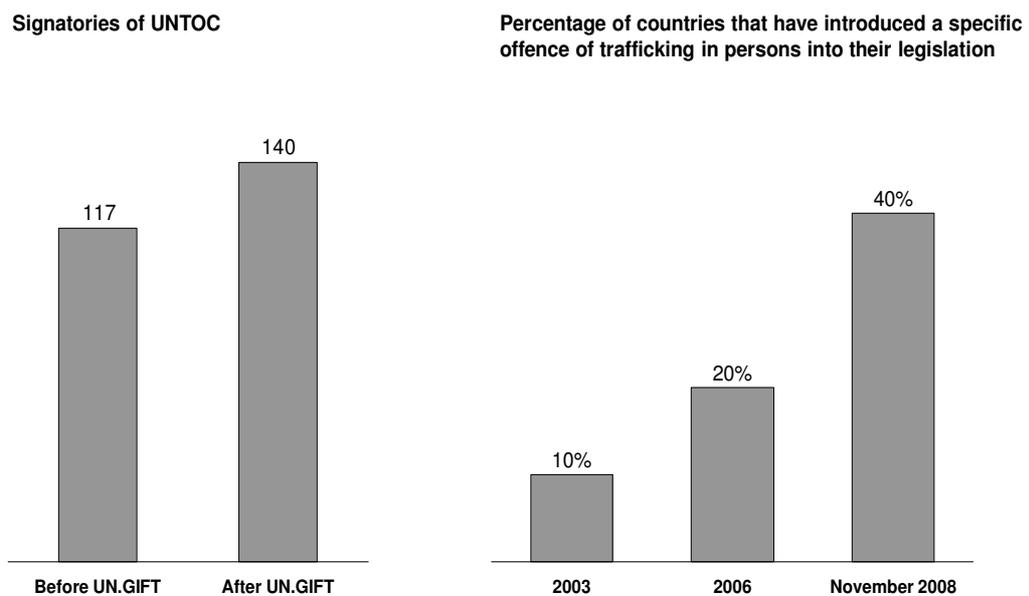
Location	Topic
Kampala, Uganda (19-22 June 2007)	1 st Regional Anti-Human trafficking Conference in Eastern Africa, Vulnerabilities of Conflict and Post Conflict Countries
Brazil (3-4 October 2007)	Challenges to Combating Human Trafficking in Brazil
Bangkok (2-4 October 2007)	Criminal Justice Responses to Trafficking in Persons, “Ending Impunity and Securing Justice”
Cape Town (3-5 October 2007)	Interfaith dialogue: What Religious Communities Can Do to Combat Human Trafficking
New Delhi (10-11 October 2007)	Responding to Trafficking for Sexual Exploitation in South Asia
Cote d’Ivoire (20-22 November 2007)	Int’l Conference on the Trafficking in Children for Their Use in Armed Conflict
Lithuania (25-26 October 2007)	Conference on Preventing TIP – Challenges and Solutions
Turkey (9-10 October 2007)	Trafficking in Human Beings in the Black Sea Region

Location	Topic
Egypt (October 2007)	Reviewing the status of Arab legislation for combating trafficking in persons
Kyrgyzstan (13-14 December 2007)	Round table to combat human trafficking aimed at strengthening cooperation and coordination among partners in Eastern Europe

74. In Brazil and South Asia the events emphasized awareness-raising. Some of the other conferences were organized more as technical meetings that garnered less media attention. This evaluation’s case study on the 2007 South Asia Regional Conference (SARC) suggests that at least some of these events were an important tool for raising the profile of human trafficking with opinion-makers (see SARC Case Study in Section 6.1). Over 60% of SARC participants in the survey sample considered the regional conference as being “useful” or “highly useful”. Likewise, 75% of respondents reported “high” or “very high” SARC impact on AHT awareness of the region’s government officials and other key stakeholders, the highest rated dimension among all conference objectives.

75. The causal attribution of increased political commitment to the awareness raising activities of one particular initiative like UN.GIFT is difficult due to the involvement of many other parties in political mobilization on AHT. At the same time, there is good evidence of increased political commitment to AHT over the past three years. The number of parties to the Trafficking in Persons Protocol has grown from 111 to 142 between the launch of the Project in March 2007 and December 2010. The number of countries introducing a specific offense of TIP has also increased over the period, though the improvement from 2006 to 2008, the latest year known, has been relatively marginal (from 72% to 80%) according to the UNODC/UN.GIFT Global Report on TIP (Figure 18).

Figure 18: Rise in political commitment at state level



Source: UNODC/UN.GIFT Global TIP report; UNTOC signatory database (September 2010)

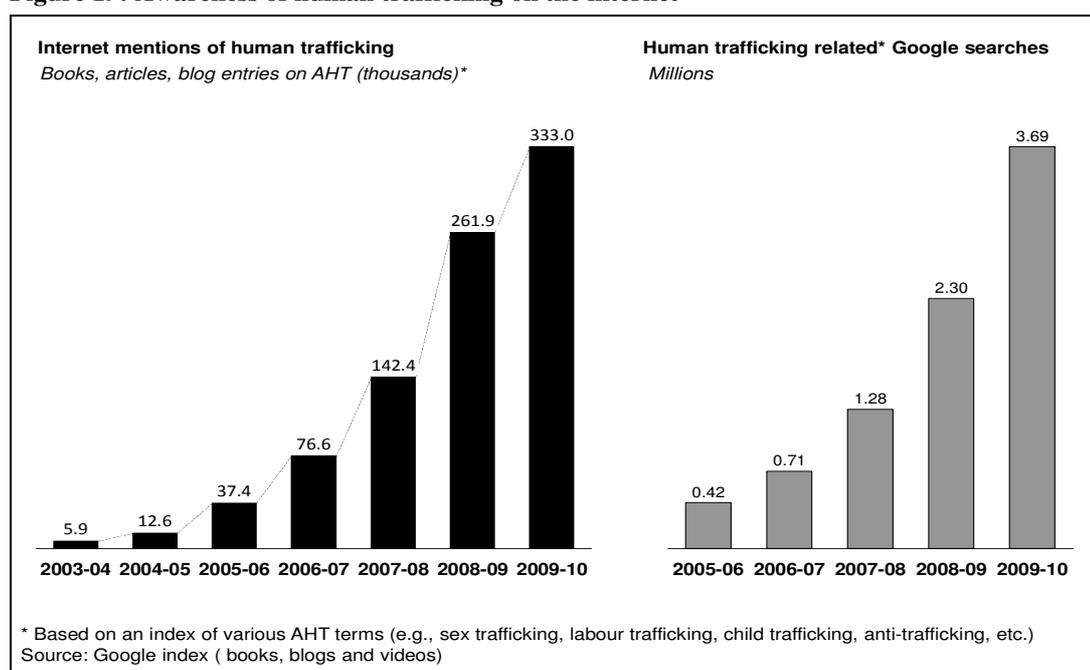
76. Stakeholder interviews and surveys suggest, however, that UN.GIFT's contribution to increasing political commitment has been limited relative to other Project accomplishments. The 'output area' related to an increase of political commitment received the lowest "very effective" or "effective" rating relative to other UN.GIFT objectives across the evaluation's Member State, external stakeholder, and UNODC/UN.GIFT staff electronic surveys.

77. Interview evidence also suggests that initial awareness and momentum created by the global and regional conferences did not translate into immediate, concrete political commitments, e.g., no defining statements or declarations came as a result of the Vienna Forum. In the case of the South Asia Regional Conference in India, case study interviews likewise suggested that UN.GIFT's role in driving political commitment for governments in the region has been limited (SARC Cast Study in Section 6.1).

4.2.4 Awareness-raising for the public

78. Public awareness has increased since 2007, continuing an earlier trend of rapid growth in web searches on human trafficking related terms and articles, books, and blogs related to AHT (Figure 19).

Figure 19: Awareness of human trafficking on the internet

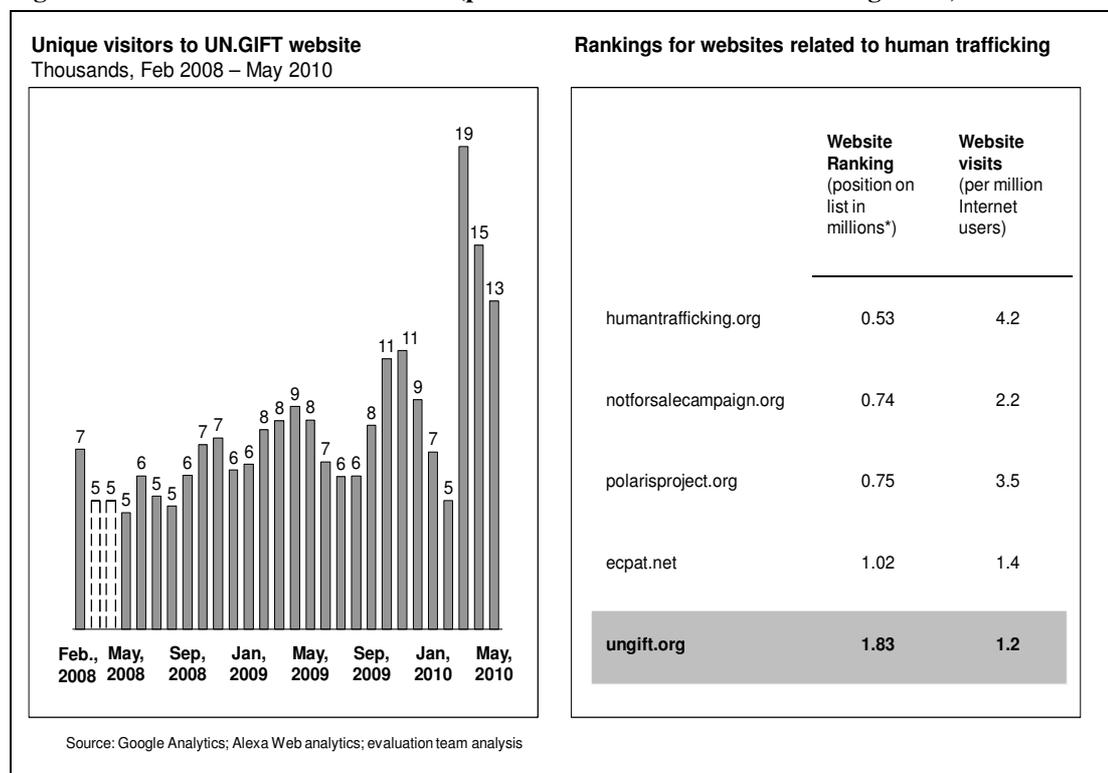


79. UN.GIFT awareness raising products have likewise had a substantial and growing reach. UN.GIFT has provided substantial funding – 20% of output area related expenditures through December 2010 or 27% of total budget for all output areas (i.e., excluding overheads) if 2011 allocations are considered – on public awareness-raising, including film events, TV series, PSAs, posters, and more targeted advocacy activities (e.g., Start Freedom Campaign for youth).

80. UN.GIFT's website has also been an awareness-raising tool, featuring 7-8k monthly unique visitors at the launch of the Vienna Forum and 13-19k by the summer of 2010, and typically rating in the top 5-10 websites on human trafficking online (Figure 20). The trend shown is prior to the launch

of the Virtual Knowledge Hub in August 2010. The knowledge hub has a much wider array of functionality beyond awareness-raising.

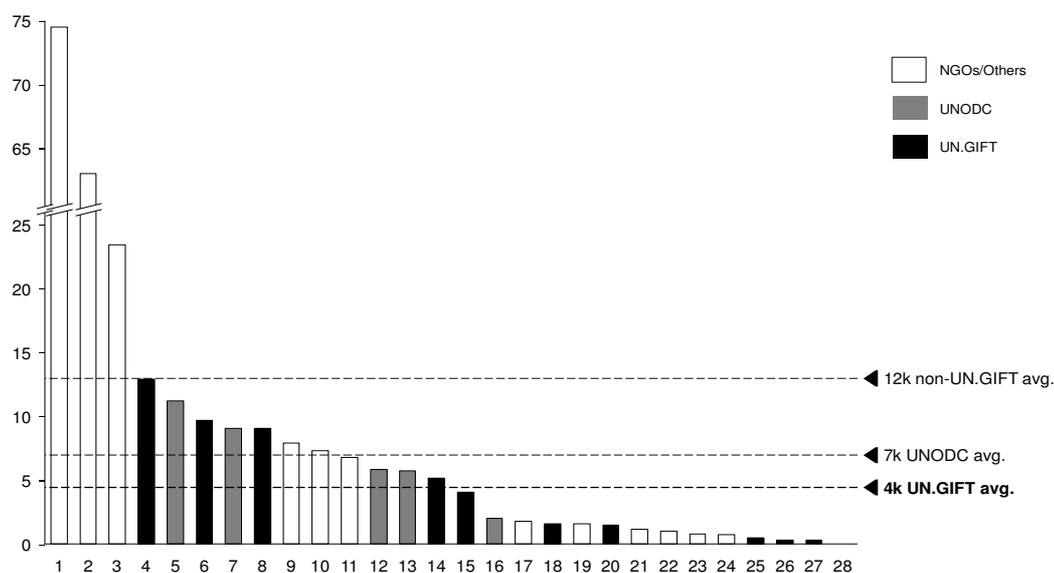
Figure 20: UN.GIFT Website statistics (prior to launch of Virtual Knowledge Hub)



81. The magnitude of UN.GIFT’s overall contribution to public awareness is difficult to isolate and quantify, however, without clear baselines and in light of the fact that public awareness-raising is a common tool, adopted by most of the multi-lateral agencies, many NGOs, and governments involved in AHT. Directional evidence, like the below-average online popularity of UN.GIFT PSAs vis-à-vis alternative products, suggests that while UN.GIFT has unquestionably contributed to public awareness, it must be considered as one important public awareness-raising effort among many (Figure 21).

Figure 21: Comparison of UN.GIFT PSAs with those of other stakeholders

Number of web views of a sample of 30 YouTube videos on trafficking
Thousands of YouTube hits



Source: Google Analytics; Evaluation team analysis

82. Many of UN.GIFT’s public awareness-raising activities (with notable exceptions of UN.GIFT campaign focused on youth) were relatively untargeted and global in nature, whereas many practitioners believe that more narrowly tailored advocacy campaigns (e.g., local language materials, advocacy campaigns targeting specific vulnerable groups at the regional and national levels) have a much higher likelihood of impact.

83. Interviews suggested that broad public advocacy efforts were often a challenge for UN.GIFT from the perspective of both substance and process. Some stakeholders suggested that the Project found it difficult to pursue edgier, less traditional advertising campaigns given the need for multi-stakeholder consensus and the political constraints inherent in advocacy within the UN context. From a process standpoint, over the Project’s lifetime, three consultants were responsible for advocacy work at different times, with each bringing new context, approach, and priorities to the effort and thus reducing the consistency and impact of the advocacy efforts as a whole.

4.2.5 Knowledge dissemination and coordination

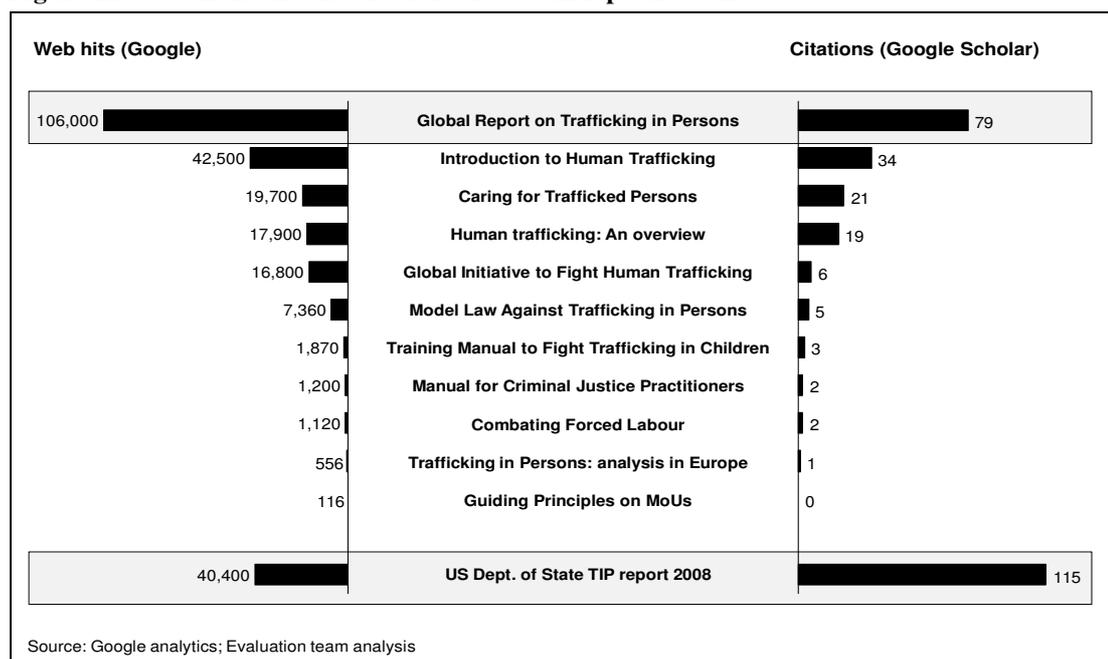
84. UN.GIFT knowledge coordination efforts have been well received and knowledge products funded by UN.GIFT have helped fill a number of gaps in the AHT knowledge landscape.

85. As the Project’s biggest knowledge investment, the UNODC/UN.GIFT Global Report on Trafficking in Persons – accounting for the majority of spending under the knowledge output area – was an important step to meet what stakeholders have identified as a significant deficit in standardized and neutral trafficking statistics. The report, managed by UNODC and with input provided by other SC members, established a baseline for future research and analysis, with data on over 155 countries.

86. The report is one of the most visible products for Member States (top mention along with the Vienna Forum) and external stakeholders, with 32k downloads off the UNODC/UN.GIFT websites in 2009 and, compared to the US 2008 Report on TIP, identified by all interviewers as the main alternative data source on global trafficking (Figure 22).

87. The majority of external AHT stakeholders (75%) were aware of the report, of which approximately 60% found it useful or very useful, highlighting factors like objectivity and neutrality, comprehensiveness, and the progress towards establishing a baseline that can be monitored over time.

Figure 22: Web mentions and citations of UN.GIFT publications



88. Despite the largely positive reception and wide audience, the Global Report faced some criticism and challenges. These should be noted in order to increase the effectiveness and buy-in for future Global Reports on TIP that will be published by UNODC bi-annually in accordance with the GPA. While the objectives of the report were universally praised, a number of stakeholders suggested that the implementation was not in the inter-agency spirit of UN.GIFT in so far as the report – a major UN.GIFT investment at nearly USD 1 million, with 9 regional researchers and a year-long preparation process – was driven by only one agency (i.e., UNODC), with what some noted as a lack of a holistic view and cross-disciplinary expert consultation.

89. The evaluation found that other SC members were nevertheless involved to some extent: data was collected from SC members willing to participate, SC members were regularly briefed about the report's progress via the Steering Committee meetings, and UNODC complied with requests from UN.GIFT Steering Committee by, for instance, sharing the entire database with other members. Nonetheless, stakeholder interview feedback – and disagreements noted in SC meeting minutes about report branding – do suggest a lack of clarity on SC members' roles in developing the report which

resulted in a misalignment of expectations and perhaps a missed opportunity to better involve a broader group of AHT stakeholders in data collection and validation.

90. Furthermore, multiple stakeholders suggested that consultation with regional AHT experts outside of government officials, including with the AHT field staff of UNODC and other SC member agencies, was inadequate. This suggests, at the very least, a need for systematic post-report feedback from a global panel of stakeholders and AHT experts as well as the need to clearly communicate the data collection and syndication process to field staff and external stakeholders.

91. Some design issues were raised in the interviews, such as limited value and comparability of data for practitioners due to reliance on official statistics, focus on sex trafficking rather than labour trafficking, focus on factual reporting rather than comparative analysis of trends. However, these limitations were clearly noted in the report's introduction and were an acknowledged component of its methodological design.

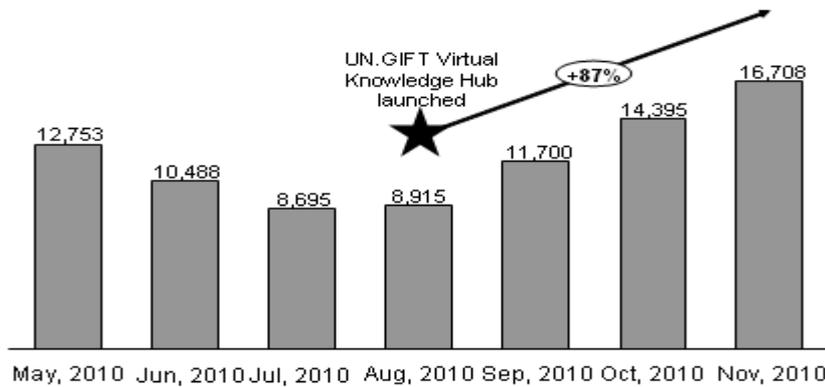
92. Finally, stakeholder interviews and survey feedback noted instances of factual inconsistencies (e.g., a national action plan was listed as adopted when it was not actually in place), unbalanced descriptions of anti-human trafficking initiatives (e.g., focus on specific NGOs without clear explanation of whether they were representative of the broader AHT landscape), and some production errors (e.g., cut off sentences or paragraphs). The evaluators conclude that such inconsistencies are not uncommon of first version reports and could easily be addressed through a refined regional and global peer review process in the future.

93. UN.GIFT spending on other knowledge efforts, not counting EGIs captured under the capacity-building output area, has been limited, but some of the smaller regional reports, such as the India Trafficking Report in 2007, and the Virtual Knowledge Hub, the largest recent knowledge effort, have been positively acknowledged by many stakeholders.

94. UN.GIFT's website was re-launched as a 'Virtual Knowledge Hub' on August 30, 2010. It has a rich set of functionality including an actively managed library of materials on AHT from within the UN system and other development partners, daily content updates that include publications and events from Steering Committee members and other AHT news, several hosted blogs on human trafficking (including a survivors blog, posted by a former victim of human trafficking), and social media functionality (i.e., Facebook). The number of unique visitors went up significantly in the last quarter of 2010. Although numbers typically drop in August and rise again in the following months, the increase of 87% (August - November) is significant. Compared to 2009 figures, there has been an increase of 48% (September 2010), 37% (October 2010) and 64% (November 2010) respectively. Only March 2010 recorded a higher number of unique monthly visitors, but a temporary peak (of 18.7k) due to the launch of the Small Grants Facility.

Figure 23: Virtual Knowledge Hub website traffic (May-Nov. 2010)

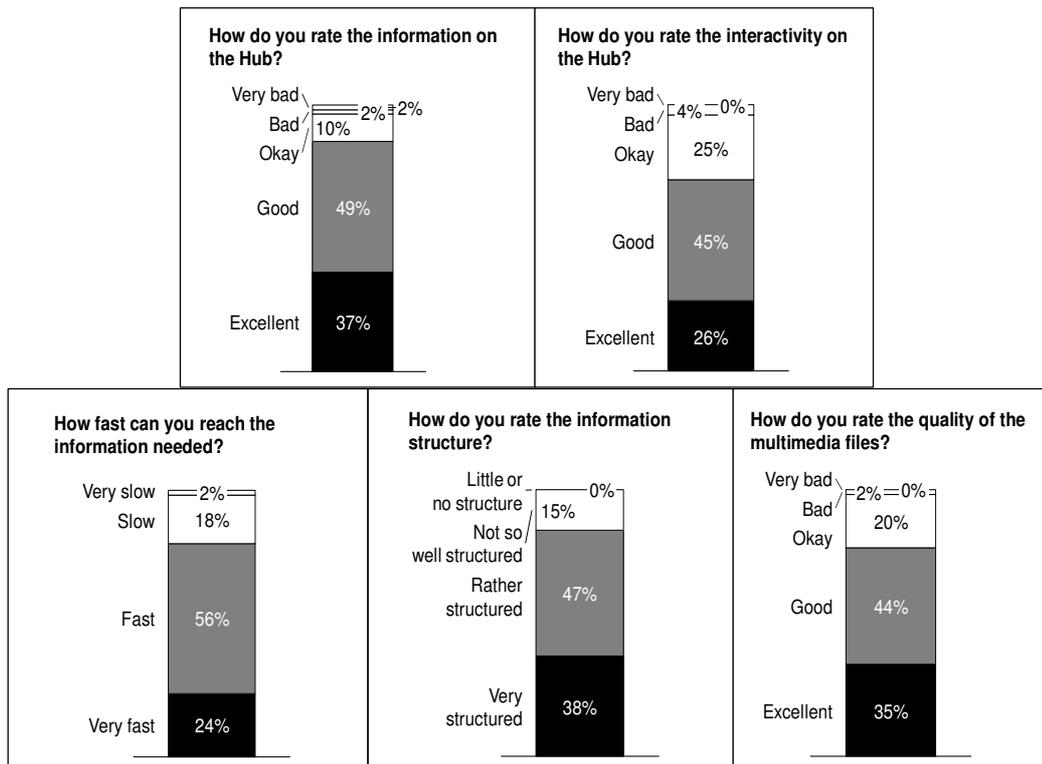
of unique monthly visitors



Source: UN.GIFT; evaluation team analysis

95. ore important than the rising number of visitors at this early stage, is the fact that a survey of Virtual Knowledge Hub users revealed very high satisfaction rates. The vast majority of surveyed visitors, 70-80%, reported “good” or “excellent” ratings for various measures of Virtual Knowledge Hub quality – including quality of information, presentation of materials, site interactivity, and speed of access (Figure 24).

Figure 24: End-user feedback on the Virtual Knowledge Hub



96. Given the substantial information and coordination gaps in the market and considering the more limited features of competing platforms (e.g., humantrafficking.org, no-trafficking.org), the evaluation team concludes that the Virtual Knowledge Hub, though still in its early days, must be considered an important positive contribution to AHT efforts and has good potential to become the “go-to” site for

information and best practice sharing for practitioners and the broader public alike. The trends detailed above suggest that the UN.GIFT website in the form of the Virtual Knowledge Hub is likely to further improve its ranking amongst the top 3-5 global sites on AHT (see Figure 20).

97. This warrants continuation of the Virtual Knowledge Hub in any potential new UN.GIFT phase or successor Project. However, maintaining and further developing a high profile knowledge and networking hub will also require further investments. Challenges include limited staff capacity for content screening, management and customization. As of December 2010 only one staff member was involved in Hub activity and promotion of the site within the broader AHT community and on the internal websites of UN.GIFT SC members. Furthermore, considering the expected increased amount of data, technical infrastructure and technical support provided by UNODC's Information Technology Services, may not suffice or need further upgrading (e.g., server, search engine).

4.2.6 Capacity-building and technical assistance

98. Major capacity-building activities for UN.GIFT included Expert Group Initiative manuals and tools and a variety of smaller capacity-building initiatives at global and country levels (e.g., workshops for select AHT practitioners and government stakeholders). In addition, UN.GIFT Joint Programmes are part of this output area.

99. Capacity building tools, in the form of Expert Group Initiative (EGI) manuals (Figure 25), have been extremely well received with consistently positive feedback from interviewed stakeholders. Though quantification is difficult, the evaluation team's interviews suggest relatively frequent use and adoption of the tools by global AHT practitioners and decision makers. At the same time interviews suggest that more can be done in terms of EGI promotion and dissemination at the regional and country levels by, for example, investing more into localized, translated versions for select markets.

Figure 25: UN.GIFT Expert Group Initiative tools and manuals

Expert Group Initiative	Lead authors	Year
Combating forced labour: A handbook for employers and business	ILO	2008
Training manual to fight trafficking in children for labour, sexual and other forms of exploitation	ILO, UNICEF	2009
Guiding Principles on Memoranda of Understanding Between Key Stakeholders and Law Enforcement Agencies on Counter-Trafficking Cooperation	IOM	2009
Caring for Trafficked Persons: Guidance for Health Providers	IOM	2009
Model Law Against Trafficking in Persons	UNODC	2009
Anti-Human Trafficking Manual for Criminal Justice Practitioners	UNODC	2009
First Aid Kit for Use by Law Enforcement Responders in Addressing Human Trafficking	UNODC	2009
Needs assessment toolkit on the criminal justice response to human trafficking	UNODC	2010
Analysis of the business and socio-economic causes of trafficking in persons	OSCE	2010

100. Aside from EGIs, the major focus of UN.GIFT's AHT capacity building strategy has been the launch of several inter-agency Joint Programmes at the country level. Joint Programmes were conceptualized as part of UN.GIFT's revised strategic work plan in 2008. After a selection process involving all Steering Committee members, six country programmes received SC approval in October 2008 – Serbia, Rwanda/Burundi, Bolivia/Argentina, Central Asia Region (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan), Egypt and Pakistan.

101. The original concept involved the provision of seed UN.GIFT funds (a USD 50k grant) to facilitate the initial scoping and design of each programme by the country-level UN.GIFT member agency staff. In the original design, the local JP teams were responsible for: (i) developing an inter-agency MOU based on templates provided by the UN.GIFT Secretariat (ii) retaining a consultant to develop the Joint Programme document after a thorough needs assessment and consultation with governments and other country-level stakeholders, and then (iii) raising donor funds for programme implementation, with a target of USD 2-4 million for each programme.

102. Despite careful design, the process of launching Joint Programmes has proved to be a difficult one. Joint Programmes typically required significant investment of UN.GIFT Secretariat's time and resources into project design, inter-agency coordination, and fund-raising and featured long (18-24 months) lead times to programme launch. Aside from difficulties in aligning inter-agency agendas – an inherently difficult process given competitive on the ground dynamics and the diversity of AHT approaches and priorities – the biggest challenge has proved to be fund-raising.

103. At the time of the evaluation team's field work in mid-2010 only the Serbia Joint Programme (see case study in Section 6.2) had been launched. The five other Joint Programmes were in different stages of project formulation, design and fund-raising with little progress on external resource mobilization.

104. In response, UN.GIFT reviewed the status of Joint Programmes, revised and scaled back the overall Joint Programme plan. The Steering Committee made the decision to allocate a substantial portion of remaining UN.GIFT budget funds (USD 1.1 million) to the Joint Programmes as planned, without waiting for matching donor funding, and approved the reallocation of funds amongst Joint Programmes. New funding levels for each JP were determined on the basis of programme progress to date and prospects for a rapid launch.

105. The scope of two JPs, Bolivia and Rwanda, was pared back from multi-country to single-country designs in light of stakeholder capacity and reduced funding availability. The Pakistan Joint Programme was postponed due to security concerns, floods, and resulting changes in the resources and priorities of country-level implementation agencies. UN.GIFT funds have been allocated to enable the development of Egypt's Joint Programme in early 2011, based on the recently completed National

Study on Human Trafficking. Finally ILO and UNODC will cooperate through their offices in the Central Asia region to launch the programme design process using UN.GIFT funds in early 2011.⁹

106. Consequently, UN.GIFT funds are now being utilized both for programme design and launch (i.e., seed funds) and for the initial phases of implementation for Serbia, Bolivia, and Rwanda, with the objective of local JP teams leveraging initial project accomplishments to raise further donor funds in the future.

107. The December 2010 status of each of the Joint Programmes appears in Figure 26 below:

Figure 26: Joint Programme status as of December 2010

Programme	Funding	Programme Status
Serbia	<ul style="list-style-type: none"> • USD 90k – seed funding for consultant/programme design • USD 530k – UN.GIFT funding for implementation • USD 780k – external donor funds mobilized for implementation with further fund-raising continuing 	<ul style="list-style-type: none"> • Joint Programme launched in June 2010 • Planned activities on track with excellent stakeholder feedback: <ul style="list-style-type: none"> - baseline AHT landscape studies completed in December 2010 - conference on combating Human Trafficking in Serbia for parliamentarians and first of three planned workshops on the National Referral Mechanism completed - Programme management moved to premises within the Ministry of Interior, closer to national counterparts
Rwanda	<ul style="list-style-type: none"> • USD 50k seed funding for consultant/programme design utilized • USD 330k UN.GIFT funding for first phase of work awaiting disbursement 	<ul style="list-style-type: none"> • Programme design modified the programme document into a phased approach with UN.GIFT funding to cover the first six-month phase which will allow the partners to undertake initial activities (awareness-raising, training), prepare the ground and mobilize resources for subsequent phases. • JP launch pending disbursement of UN.GIFT funds in 2011
Bolivia	<ul style="list-style-type: none"> • USD 50k seed funding for consultant/programme design utilized • USD 440k UN.GIFT funding for first phase of work awaiting disbursement 	<ul style="list-style-type: none"> • Programme document developed by the implementing agencies (UNODC, IOM, UNICEF) with national stakeholder involvement • One-year plan focusing on capacity development and victim assistance in Bolivia ready to launch when funds are disbursed • Further fund-raising for subsequent phases planned for 2011
Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)	<ul style="list-style-type: none"> • USD 50k seed funding for programme development (to be disbursed in 2011) 	<ul style="list-style-type: none"> • Seed funds for programme development will be disbursed to enable the joint hiring of a consultant by programme partners (ILO and UNODC) and the development of the detailed project document in early 2011
Egypt	<ul style="list-style-type: none"> • UN.GIFT co-funding of the National Study on Human Trafficking 	<ul style="list-style-type: none"> • National Study on Human Trafficking completed in late 2010. • Seed funds for hiring of consultant (by UNDP) and programme development will be disbursed in early 2011

⁹ By late 2010 disbursements to launch work on the Bolivia and Rwanda JPs were awaiting the transfer of the final tranche of donor funds to UN.GIFT, thus delaying the launch of the Bolivia and Rwanda JP into 2011.

	<ul style="list-style-type: none"> • USD 38k seed funding for programme development (to be disbursed in 2011) 	
Pakistan	<ul style="list-style-type: none"> • USD 50k seed funding for consultant/ programme design 	<ul style="list-style-type: none"> • JP developed but implementation postponed

108. The effectiveness of UN.GIFT Joint Programmes cannot be assessed at this stage, as they will only be implemented in 2011 or are still at the developing stage, with the exception of the Serbia Joint Programme. On the basis of the latest management update in December 2010, the Serbia JP is on track in terms of delivering promised activities for the first phase of work.

109. Based on this progress and the findings of the case study (in Section 6.2), the evaluation analyzed the Serbia JP development efforts and identified a number of success factors for joint programmes in general, which bear the potential for increased integration and ownership and less duplication of efforts. It must be noted, however, that their reproducibility is likely limited and that risks associated with joint programmes in general remain high. The track record in Serbia and elsewhere suggests that joint programmes on country or regional level (i.e., multi-year, USD 2-5 million initiatives) need a lot of investment in terms of time and resources at the design and development stage. After 2 years of effort, only 3 UN.GIFT Joint Programmes out of an initially planned 6 have launched or are near launch. The initial stages of the programme development process required extensive support from the UN.GIFT Secretariat to refine design to country-specific conditions and align agency and external stakeholder interests.

110. Although it lasted longer than anticipated, the preparatory phase of the Serbia JP can be considered a success: UN.GIFT, through its multi-agency membership and the seed money it provided, enabled extensive inter-agency coordination, featuring joint activities (e.g., the hiring of programme manager) and best practice involvement of country-level stakeholders. Government involvement was additionally supported through the co-funding of ministerial focal points. The JP is thus based on country needs (i.e., is aligned with national strategy and National Plan of Action to Combat Trafficking in Human Beings) and existing structures like the Serbia Republic Team for Combating Trafficking in Human Beings. As a result, the JP has a relatively strong fund-raising record and a high potential for success.

111. Identified success factors include:

- i) Strong government support and fit with country priorities. A government inclined to collaboration was an important success factor in the case of Serbia. In addition, the JP was able to build on existing structures and priorities (strategy and National Plan for Action).
- ii) Substantial investment of time and resources and support from a neutral central Secretariat. The ‘seed money’ approach for the design and development stage, together with the involvement and ‘backstopping’ support of the UN.GIFT Secretariat proved effective.

- iii) Donor priority and interest in the topic and region. Given the scale and ambition of UN.GIFT Joint Programmes, donor interest was a major determinant of successful programme launch, with many incipient programmes finding it difficult to mobilize donor funds.
- iv) An open consultative approach from the start of the process.
- v) A programme consultant (preferably with appropriate language skills and strong local relationships) to identify project needs and facilitate stakeholder engagement.
- vi) Upfront buy-in from senior agency staff at headquarters and/or regional levels, which was facilitated by the UN.GIFT Steering Committee.

112. The evaluation found that the UN.GIFT Joint Programme experience is consistent with the lessons learned of the United Nations Inter-Agency Project on Human Trafficking in the Greater-Mekong Sub-region (UNIAP) in spite of the fact that UNIAP has a very different structure from UN.GIFT's Joint Programmes. UNIAP is the major example of formalized inter-agency cooperation on AHT at the regional level.

113. UNIAP was established in 2000 and serves as the secretariat to the Coordinated Mekong Ministerial Initiative against Trafficking (COMMIT), a sub-regional institutional framework for counter-trafficking initiatives with high-level representation from regional governments. It is managed from a project management office in Bangkok with country offices in the six greater Mekong region states. UNDP serves as the project coordinator from the UN side and offers administrative hosting to UNIAP project management and country office staff. The project is governed by a management committee consisting of a rotating membership of UN agencies (including UNDP as the resident coordinator, UNICEF, IOM, ILO, and UNOD), donor representatives, and COMMIT country representatives.

114. UNIAP's most recent evaluation¹⁰ concluded that the Project made a major contribution to improving the counter-trafficking response in the greater Mekong region through its support of the COMMIT process, its ability to "analyse trafficking issues holistically" and "catalyse partnerships to support truly integrated responses." At the same time, however, the UNIAP evaluation revealed many of the same challenges in improving inter-agency coordination at the country and sub-regional levels that have characterized UN.GIFT Joint Programmes.

115. The UNIAP evaluation highlighted the differing institutional priorities of AHT agencies and the reality of improved inter-agency coordination requiring years of investment, clear external incentives to break through organizational silos, a neutral structure or project for inter-agency engagement, forums for technical cooperation (e.g., in the case of UNIAP, a special "Advisory Group" composed of a small number of major AHT agencies), and close links to governments at the country or regional level to ensure that coordination efforts are tied to relevant country AHT priorities.

¹⁰ Cunnington, P. and S. Hung, *Mid-term Evaluation Report of UNIAP Phase III 2007-2010*, March 2009.

116. The lessons from UNIAP and the experience of UN.GIFT consequently suggest that the country-level inter-agency coordination through Joint Programmes is both possible and desirable, while also being difficult to achieve. In the case of UN.GIFT, in particular, all stakeholders interviewed by the evaluation team have reported that increased collaboration was desirable, would likely lead to improved outcomes, and, in the case of Serbia, was already creating important behavioural changes to ensure a more coordinated delivery of AHT capacity-building services by the development community.

117. At the same time, the potential for replicating the current Joint Programme design across many new geographies in any future phase is likely limited, considering their ambitious nature and the current size of the central Secretariat with only one consultant in charge of backstopping JPs.

118. Many interviewed stakeholders suggested, however, that some of the core benefits of joint programme activity could also be captured through small-scale inter-agency collaboration. Smaller scale inter-agency projects focused on specific knowledge, advocacy, or capacity building efforts should be less difficult to initiate. This is evidenced by projects like the USD 50k UNODC/UNIFEM knowledge building joint programme in South Asia (not part of the UN.GIFT Joint Programme initiatives). It represents an opportunity to enable some of the benefits of Joint Programmes, but with a wider scope in terms of more geographies or a greater variety of issues. One option would be a grants facility that incentivizes inter-agency cooperation through smaller grants (e.g., in the USD 50-500k range) based on applications of consortiums of partner AHT agencies at the country level.

4.2.7 Private sector and civil society engagement

119. UN.GIFT is not the only entity reaching out to the private sector and civil society. There are various efforts by AHT agencies to seek private and civil sector engagement. However, the different roles, cultures, and mandates of various United Nations bodies can often be opaque to others. It is difficult for external stakeholders to understand where to go for partnerships, assistance or advice. UN.GIFT's visible and active role as an inter-agency platform for engagement of private sector companies and civil society organizations has consequently been highly appreciated stakeholders.

120. As part of its private sector engagement strategy, UN.GIFT has contacted a total of 112 companies to seek partnerships in AHT work, including 40 leading worldwide airlines, 9 major bus transportation companies, 30 leading Hotel chains, 10 leading train companies, as well as the textile industry in India and a variety of companies contacted via the Women Leaders' Council and the UN Global Compact Survey. These efforts resulted in 19 partnerships with private sector companies, launched by the UN.GIFT Secretariat. (Figure 27).

Figure 27: List of Partnerships secured and type of involvement

Eight active partnerships (as of October 2010)	
1. Hilton Hotels	Cooperation agreement signed with UN.GIFT for the dissemination of material in their hotels in Vienna and for training of their staff.
2. Qatar Airways	Cooperation agreement signed with UN.GIFT for the dissemination of material in their company branches and for training of their staff.
3. Eurolines	Cooperation agreement to be signed with UN.GIFT for the

	dissemination of material in their company busses, for training of their staff and employing a former victim of human trafficking.
4. OEBS railways	Cooperation agreement with UN.GIFT to be signed for the dissemination of material in their company branches and for training of their staff.
5. Air Canada	UN.GIFT and Air Canada agreed in June 2010 to jointly elaborate and implement a campaign which promotes awareness raising for travellers concerning human trafficking. Air Canada agreed to train their staff and show in-flight videos as well as give UN.GIFT a space in their in-flight magazine EnRoute to raise awareness on human trafficking.
6. Doanis (Kenya)	Agreed to train their staff on human trafficking using the UN.GIFT e-learning tool and facilitated cooperation with the National TV and Radio Broadcast Co. (KBC) to show UN.GIFT PSAs on TV and radio.
7. Microsoft	Developing AHT e-learning tool for private sector companies pro-bono. The content will be provided by UN.GIFT and this initiative is in partnership with the End Human Trafficking Now! Campaign.
8. Women Leaders' Council	The WLC is a public-private partnership where prominent women agree to advocate for human trafficking (incl. 33 prominent women leaders)
9. The Body Shop	Contribution to the Private Sector Publication, testing of e-Learning tool and provision of a testimonial
10. Beulah London	Contribution to the Private Sector Publication, testing of e-Learning tool and provision of a testimonial

Inactive partnerships	
11. South Africa Airways	Agreed to include article on human trafficking/UN.GIFT in their in-flight magazine during the months of the FIFA World Cup.
12. Manpower	Funded the Vienna Forum business breakfast.
13. Business Leaders Forum	Helped conceptualize and attract businesses for the Vienna Forum panels and business breakfast.
14. Producers association	Granted permission for the screening of 19 films during the Film Forum on Human Trafficking, which took place during the Vienna Forum.
15. Roadside attractions	On the 19th September, UNODC in partnership with the international human rights organization Equality Now and Roadside Attractions, hosted the world premiere of the movie "Trade" starring Academy Award-winning actor Kevin Kline, at UN HQ.
16. GAP Inc (HQ)	Contributed by reviewing and providing comments to the private sector survey, carried out in partnership with ILO and UN Global Compact.
17. GAP Inc (India)	In partnership with the Ministry of Women and Child Development and UNODC, organized the first sensitization workshop for the apparel industry under the banner of UN.GIFT.
18. International Organization of Employers and Manpower	Contributed to the ILO/UN.GIFT EGI, which produced "Combating Forced Labour: A Handbook for Employers & Business".
19. WEF (Middle East)	Granted the space and time for a session on human trafficking, as an emerging topic, to be organized by the SMWIPM and UN.GIFT.

121. Pilot partnerships have been high quality with very positive feedback from private sector counterparts interviewed by the evaluation team. However, many have been limited in scope. Of the active partnerships, for instance, over half are limited to agreements to disseminate information on human trafficking either internally or to customers of the company via means like in-flight magazines.

122. The relatively modest scope of many initiatives and difficulties in sourcing partnerships (i.e., 8 active partnerships out of 112 companies contacted) are not surprising since human trafficking is a difficult issue for companies to accept, address and engage in. As UN.GIFT's own analysis of private partnership lessons has revealed, "most corporate social responsibility departments are engaged in environmental as well as social causes and still see the engagement in an anti-trafficking campaign with scepticism. Companies' commitment to review corporate policies and supply-chains to prevent and combat human trafficking is even more challenging [due to reputation concerns]."

123. These challenges do not weaken the case for UN.GIFT's activities, but do suggest that the Project's biggest contributions to date on partnerships have been the development of a set of private partnership tools and precedents (e.g., model MOUs, private partnership best practices) that can be leveraged in future efforts.

124. Furthermore, the slow uptake of the AHT issue by the private sector highlights the importance of UN.GIFT's advocacy and awareness-raising efforts focused on this stakeholder group.

125. Beyond involving private sector actors in the Vienna Forum and regional conferences, UN.GIFT private partnership advocacy efforts have included important initiatives like the Business Leaders Award to Fight Human Trafficking. The well publicized award – launched jointly by the UN Global Compact, the End Human Trafficking Now! Campaign, and UN.GIFT – was presented at the Luxor International Forum in December 2010 in recognition of three business leaders (executives at Body Shop, Carlson Companies, and LexisNexis) who made the commitment to combat human trafficking an integrated part of their business strategy.

126. Along with the need for advocacy, the challenging process of sourcing private partnerships also highlights the importance of careful UN.GIFT coordination with other AHT agencies on partnership sourcing to avoid duplication of partner relationships and to ensure that other AHT agencies can learn from lessons gathered by UN.GIFT (e.g., for partnerships at regional level).

127. UN.GIFT's involvement in civil society partnerships, often captured through output areas like Victim Support and Awareness-raising, has likewise received highly positive stakeholder feedback. The victim support MP3 translation tool (VITA) is one very successful and appreciated result of such a partnership. However, civil society partnerships have also required substantial investments of the UN.GIFT Secretariat and have in most cases been relatively limited in scope.

128. Despite the challenges, the evaluation team sees these partnerships as pilot projects that will prove to be useful examples for future partnership development efforts and are already being replicated independently by regional AHT advocates and organizations (e.g., a point highlighted by many external stakeholders in India).

129. However, while recognizing the value of global partnerships with major multi-national companies and civil society organizations, the evaluation team notes that for greater impact partnerships need to be refocused on regional and more easily leveraged efforts.

4.2.8 Mobilization of resources

130. Mobilization of financial resources for AHT efforts has been a struggle for UN.GIFT, but efforts to mobilize in-kind private sector and government involvement (e.g., partnerships on victim rehabilitation) have been more effective.

131. Initial Project documents set out an objective of “raising funds at national, regional, and international levels from government institutions, private sector” and other players. However, beyond the initial grant of USD 15 million, UN.GIFT has only been able to raise approximately USD 0.5 million at the headquarters level for the UN.GIFT budget. The funds were largely raised through donor grants and, minimally, USD 0.18 million in public donations (Figure 28).

132. Indirectly, however, the existence of UN.GIFT and support from the UN.GIFT Secretariat helped UN.GIFT partners and Joint Programme teams raise an additional USD 2.36 million for UN.GIFT developed projects. This includes USD 0.78 million raised by the multi-agency Joint Programme field-staff in Serbia from Belgium (USD 0.68 million) and Switzerland (USD 0.1 million); USD 1.04 million raised from the EC, Austria, Belgium, France, Germany, Switzerland, and UK for enhancing multi-stakeholder cooperation to fight human trafficking in countries of origin and destination; and USD 0.51 million raised from the Principality of Monaco for building support structures for victims of human trafficking in Senegal and Mali.

Figure 28: Funds raised for UN.GIFT’s budget

	USD	%
Member States	15,188,988	98.0%
UAE	15,000,000	96.7%
Canada	143,601	1.0%
Austria	43,197	0.3%
Australia	2,200	0.01%
Public donations	184,184	1.2%
UN Foundation partnership	31,980	0.2%
Other public donations	152,204	1.0%
UN Agencies	75,000	0.5%
UNDP	50,000	0.3%
UN Intl C	15,000	0.1%
UNIFEM	10,000	0.1%
Private sector	43,269	0.3%
ARTOC Group	22,000	0.1%
Moshino	21,269	0.1%
Total	15,491,451	100.0%

133. Furthermore, though not tracked systematically by the UN.GIFT Secretariat, additional resource mobilization has taken place in the form of at least USD 1.65 million of in-kind donations (Figure 29) or funds provided as co-financing.

Figure 29: In-kind donations and co-funding for UN.GIFT

Donor	Amount	Type of donation	Use of donation
Multiple SARC participants	120,000	In-kind and sponsors	South Asia Regional Conference events
Egypt Telecom	450,000	Activity sponsorship	Working Lives series on BBC
CNN	500,000	In-kind	Opportunity to screen PSAs on network
Norway and Sweden	320,000	Co-funding	AHT manual for criminal justice practitioners
BBC	150,000	In-kind	BBC Business Leaders Award
Microsoft	~55,000	In-kind	E-learning tool for private sector
Orascom	50,000	In-kind	Production of Business Leader Award PSA (through End Human Trafficking Now!)
Other private sector partners	<5,000	In-kind	Various private sector partnership activities
Total (not comprehensive)	1,650,000		

134. Despite some important fundraising successes, internal and external stakeholders have almost unanimously described resource mobilization as a major Project challenge. The fundraising difficulties must be seen in the context of a generally difficult funding environment in the wake of the economic downturn. However, additional contributing factors reported by stakeholders should be considered in the Project’s next phase, including: cancellation of most fundraising events early in the life of the Project in line with new priorities and new work plans approved by Steering Committee¹¹; concerns by Steering Committee members that joint mobilization of funds will lead to the “cannibalization” of resources from individual member organizations; suppression of Member State donations due to the lingering effects of the initially difficult consultation process; lack of willingness to contribute due to the perception that the Project was already extremely well funded by the original donor, and the perception of some stakeholders that the original donor had a strong influence on the Project’s priorities and strategy.

4.2.9 Strengthening victim support structures

135. While creating and strengthening victim support structures is one of the two overall objectives of UN.GIFT and has been identified as a top need in the evaluation’s external stakeholder survey, limited activities and funding have been directed by UN.GIFT toward this issue area relative to others.

136. The output area related to strengthening of victim support structures accounts for 7% of budgeted spending and expenditures on output areas (including 2011 allocations). Even if victim support funds earmarked in planned UN.GIFT Joint Programmes are counted, total spend on victim support structures rises to only 10% of the UN.GIFT budget for output areas (i.e., overheads not included).

¹¹ Cancelled activities included a “fundraising event for the IT private sector”, “events and other activities to attract funding from non-traditional donors”; other fund-raising events (e.g., fund-raising event to mobilize the private sector in Hong Kong were repurposed)

137. The victim support activities that have taken place, however, have been extremely well reviewed. For example, multiple stakeholders commented positively on UN.GIFT's prevention advocacy partnership with the NGO Stop the Traffik. Similarly, there was significant positive feedback on the victim support MP3 translation tool (VITA) with pre-recorded encounter messages for victims of trafficking in 40 languages. The tool was developed by UN.GIFT in collaboration with the Austrian Criminal Intelligence Service and the IBF section of Lefoe (NGO) and is currently being rolled out globally by Interpol. In the opinion of the evaluation team and multiple consulted AHT experts, VITA is a highly innovative output and a best-practice example of the type of cross-disciplinary, globally usable victim support and prevention tools that can be produced and promoted by an inter-agency effort like UN.GIFT.

138. The most important UN.GIFT activity under the Victim Support output area (budget of USD 529,000) has been the Small Grants Facility (SGF), targeting grass-roots level anti-human trafficking NGOs. Though some of the evidence is preliminary, the evaluation team finds that the SGF will likely be a highly effective project, with good potential for impact and important lessons to be learned for the upcoming UN Voluntary Trust Fund for Victims of Trafficking in Persons.¹²

139. The SGF project started with the core idea of creating a global multi-agency process to engage with and support anti-human trafficking NGOs, particularly organizations focused on direct victim support and prevention of trafficking in persons.

140. SGF was one of the core elements of UN.GIFT's post-2009 shift toward capacity-building and had multiple inter-related objectives including:

- i) building a database of relevant AHT civil society organizations worldwide to improve provider information and enhance networking among service providers
- ii) identifying promising practices and highlighting successful projects for global replication
- iii) enabling selected CSOs to continue and/or scale up their successful AHT initiatives
- iv) encouraging alternative funding for CSO activities
- v) use the information obtained to engage CSOs in policy dialogue

141. UN.GIFT launched the SGF in March 2010 with a call for project proposals for short duration (max. 1 year) AHT projects requiring funding of USD 30-50 thousand. Over 800 NGOs registered their interest on the UN.GIFT website and 440 grant proposals were received from 76 countries. The first 300 submissions were assessed by specially retained consultants following a rigorous set of selection criteria. After several rounds of review, a Board of Experts composed of IOM, OSCE, UNODC representatives and the UN.GIFT Secretariat assessed a short-list of 30 applications and selected 12 grant finalists (Figure 30).

¹² In accordance with the GPA, the Trust Fund will be administered by the UNODC and is in the process of being launched in 2011.

Figure 30: UN.GIFT Small Grant Facility recipients

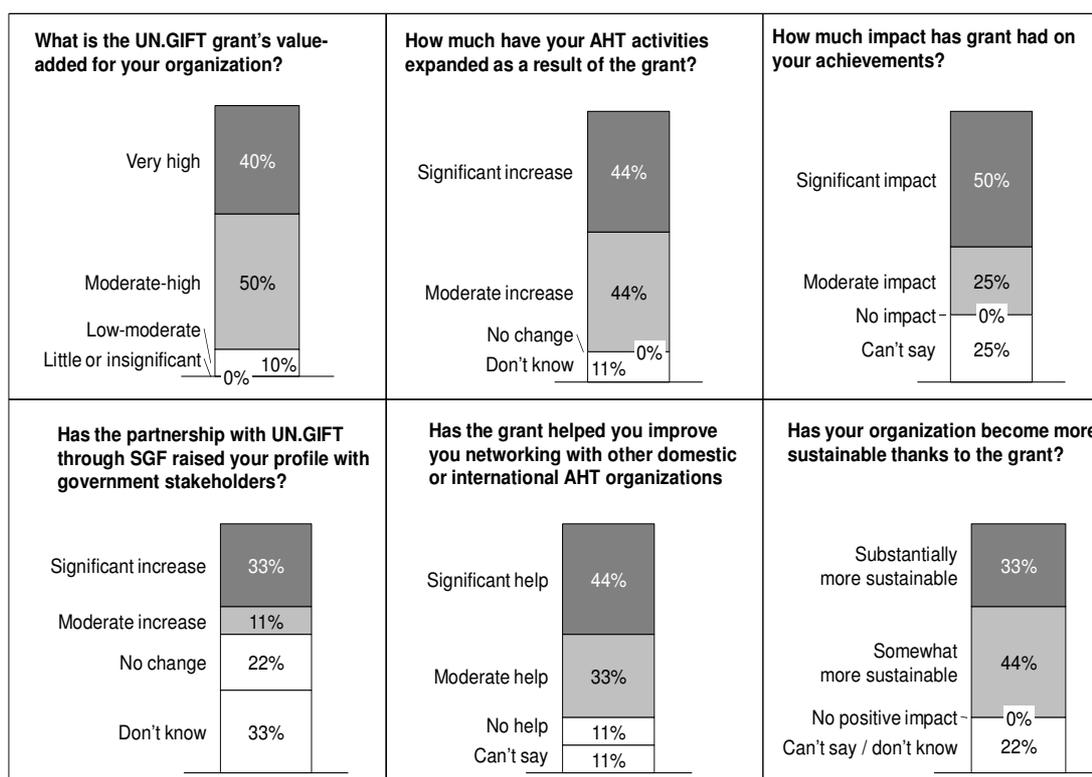
	Organization	Project Title	Grant	Country	Region
1	Ateneo de Manila University - Ateneo Human Rights Center	Evidence-Based Research on the Trafficking of Moro Women and Children to Malaysia	\$45,500	Philippines	Asia / Pacific
2	Immigrant Council of Ireland	Providing legal services to migrant women suspected VoT for sexual exploitation	\$48,023	Ireland	Europe
3	Sociedade de Defesa dos Direitos Sexuais na Amazônia	Female migrantes against human traffic	\$43,750	Brazil	America
4	Different & Equal	Providing Sustainable Reintegration Assistance for Albanian Victims of Trafficking and those in risk of being trafficked	\$42,130	Albania	Europe
5	Bice Togo (Bureau International Catholique de l'Enfance – Togo)	Prévention et prise en charge des enfants vulnérables/à risque potentiels et les enfants victimes de traite à travers le renforcement des opportunités socioéducatives	\$48,088	Togo	Africa
6	Agir pour les Femmes En Situation Precaire (AFESIP)	Article 25 project	\$39,400	Lao	Asia / Pacific
7	Shakti Samuha	Reintegration for Sustainability of Trafficking Survivors	\$45,549	Nepal	Asia / Pacific
8	All Ukrainian civil organization "Rozrada"	Destigmatization as a method of safety environment ensuring for the rehabilitation of trafficking victims	\$45,168	Ukraine	Europe
9	Impulse NGO Network	Encouraging Responsible Tourism in North East India by engaging stakeholders	\$50,000	India	Asia / Pacific
10	Empower Foundation	Scaling up Empowerment for migrant sex workers	\$44,750	Thailand	Asia / Pacific
11	Women for Afghan Women	Rescue, Rehabilitation, Reintegration of Female Victims of Trafficking	\$47,000	Afghanistan	Asia / Pacific
12	The International La Strada Association	Compensation for Trafficked Persons	£30,000	Netherlands	Europe

142. The selected organizations represented a wide geographic cross-section (50% from Asia and Pacific, 33% from Europe, 6% from Latin America, and 6% from Africa). The average award size of USD 45,000 amounted to between 10% to 200% of prior annual AHT expenditures depending on the organization. Project objectives ranged from providing emergency support to victims, to empowering vulnerable communities, and to collecting evidence-based AHT knowledge. The intended use for grant funds, based on the 10 evaluation survey respondents, ranged from scale-up of activities in existing areas (50% of respondents), replication of existing approaches/activities in new areas (30%), and piloting/experimentation with entirely new approaches (30%).¹³

143. At the time of the evaluation team's review in late December 2010 only six months had elapsed since grant disbursements, but evidence from the evaluation's electronic survey of SGF recipients is highly encouraging (Figure 31) and is further corroborated by positive early indicators from interim SGF monitoring reports submitted to UN.GIFT.

¹³ Multiple responses on fund use were allowed in the survey, so the results do not add up to 100%.

Figure 31: SGF Effectiveness - positive outcomes on many dimensions



Source: Dalberg SGF recipient survey and analysis; survey covered 10 grant recipients with 6-10 respondents for each survey question

144. Surveyed grantees (10 out of all 12 grant recipients) expressed a high degree of satisfaction with the SGF programme. Half of the surveyed organizations believed that SGF had a “significant impact” on their achievements, 44% declared a “significant increase” in their AHT activities in the wake of the grant, and 40% viewed the value-added of the grant as “very high”.

145. Among other changes, organizations reported a raised profile with government stakeholders (33% witnessed a “significant increase”) and improved networking with domestic and international AHT organizations (SGF was a “significant help” in this regard for 44% of grantees).

146. The vast majority of surveyed organizations (77%) reported that they became more sustainable as a result of the grant, with 33% reporting new, sustainability-enhancing partnerships enabled by the grant and 44% stating that the grant helped them raise new third-party funds. Some of the resource mobilization efforts were still ongoing at the time of the survey, but organizations were already able to claim USD 82k of new funds from third-parties due to the grant (16% of total funds disbursed by SGF).

147. From an operational perspective, 60% of respondents saw the grant selection and fund distribution processes as “highly efficient”, though 22% reported some delays in grant disbursements.

148. Despite the SGF’s successes, there were a number of opportunities to improve effectiveness. Qualitative survey feedback, UN.GIFT’s own assessment of lessons learned, and the experience of other small grants facilities like UNDP’s Global Environmental Facility Small Grants Programme

(GEF) suggests a number of lessons that should be incorporated in any future AHT grant facilities like the upcoming UN Voluntary Trust Fund for Victims of Trafficking in Persons:

- i) Clarify grant objectives by type of intended impact (e.g., piloting new types of projects, scaling up existing projects, replicating existing approaches in new geographies) to facilitate assessment of grant impact
- ii) Create several tiers of grants, including a smaller tier (USD 10-30k) tied to grant objectives and recipient organization size. The average grant size of USD 45k for 1 year projects was excessively large for most small AHT NGOs and exceeded the average grant size of other small grant facilities like GEF (USD 25k on average) and World Bank's Social Development Civil Society Fund (USD 20k on average). Several grantees requested higher amounts but with longer implementation periods.
- iii) Provide capacity building for specific civil society organizations on how to apply for funding. Many smaller, less savvy organizations are highly deserving of funds but have limited grant writing expertise. The reach of the grant selection process can be extended by providing capacity-building services or application planning grants for select applicants – such an innovation would not be unprecedented, the GEF for instance provides small Planning Grants (e.g., up to a maximum of USD 2k) which enable the applicant to fully develop the business case/proposal.
- iv) Look into opportunities to localize grant-making processes to ensure local relevance as the grant-making programme is scaled up. This could mean regionalizing grantee selection and post-grant monitoring through regional or national focal points or selection committees consisting of representatives from multiple AHT agencies. Leverage the existing relationships of the main grant administrator (i.e., use the UNODC field people, not just Vienna HQ staff and consultants)
- v) Design grant process for maximal learning (e.g., capture more baseline information upfront about grantees to enable impact monitoring, create a newsletter sharing best practices)

4.2.10 Strategic vision and metrics

149. A trade-off between specificity and flexibility in the initial UN.GIFT strategic plan led to a lack of transparency and insufficient clarity on Project activities and prioritization, while also creating obstacles for the evaluation of Project effectiveness and the assessment of longer term impact.

150. Initial strategic documents also did not clearly link Project objectives and activities to specific end-beneficiaries and needs (i.e., a “theory of change”).

151. The original logical framework featured multiple broadly defined overlapping pillars and output areas impeding the monitoring of project progress and increasing confusion about Project objectives. In many cases, underlying Project activities have been categorized in ways that were not intuitive for

Project stakeholders and personnel (e.g., activities as diverse as inter-agency coordination meetings and regional conferences categorized under the “political commitment and capacity building” output along with Joint Programmes and other capacity-building efforts, private partnerships and fund-raising combined under one output area).

152. More importantly, the initial Project documents featured few impact indicators, no baseline data for core objectives (e.g., starting public awareness levels of trafficking in persons), and no quantitative impact targets.

153. Stakeholders have recognized the most recent revised UN.GIFT strategic plan, developed by the UN.GIFT Secretariat and approved by the UN.GIFT SC in November 2009, as a major improvement on the tactical level with more granular project deliverables and indicators. For instance, the new strategic plan features more clearly defined activities with numerous impact indicators. However, the new plan still does not clarify why some activities were prioritized over others and largely lacks evaluable activity baselines and targets.

154. Consultations with AHT stakeholders, particularly at the regional level, suggest a persisting lack of awareness of UN.GIFT’s strategy, with many only being able to recall select activities like the Vienna Forum and Global Report, which points to the need for an improved communications strategy.

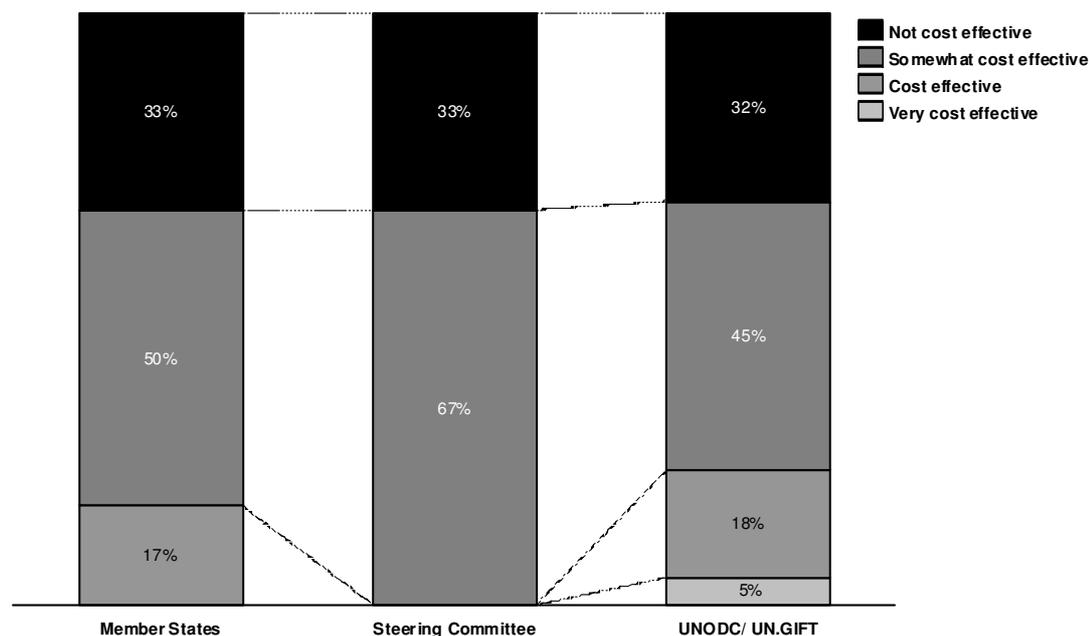
4.3 Efficiency

155. The Project’s total overheads, which include organizational overheads in the form of Programme Support Costs (PSC), project management costs and evaluation related expenditures, add up to 21% of the total project budget. Many stakeholders have raised questions about the costs of UN.GIFT, with a perception of insufficient cost-effectiveness (Figure 32).

156. The evaluation team's review of evidence suggests, however, that UN.GIFT's general and administrative costs were at an acceptable level, particularly in light of the large volume of Project activities and the relatively small size of the UN.GIFT Secretariat.

Figure 32: UN.GIFT cost effectiveness

Based on your experience, how cost effective is UN.GIFT?



Source: Survey responses were used primarily and supplemented where necessary by structured interview responses

157. Detailed cost benchmarks for the few inter-agency projects that are directly comparable to UN.GIFT are not publicly available. More generally, overhead ratios for development institutions and programmes are notoriously difficult to benchmark due to limited transparency on cost data, different definitions of general and administrative costs (G&A), and different delivery approaches for technical assistance (e.g., via agency staff vs. external consultants), all affecting the quality and comparability of cost data.

158. Despite these limitations, the evaluation team’s analysis of a proprietary cost dataset for 50 development agencies, drawing on both public and non-public data, suggests that UN.GIFT overhead costs were likely well within range of other development institutions.¹⁴

159. UN.GIFT’s total overheads (21%) compare favourably with UN organization benchmarks – overheads range from 10% to 129%, depending on the UN agency or programme (e.g., 25% for UNAIDS) – with an average of over 30% for the sample reviewed by the evaluation team. The UN.GIFT cost ratio is also well below the 30% G&A average calculated for multi-lateral development agencies.¹⁵ However, it is important to note that this analysis compares the UN.GIFT Project to institutions. Nonetheless, UN.GIFT was hosted by UNODC and organizational overheads (PSC) are a component of the Project’s total overheads.

¹⁴ The evaluation team relied on a study of 40+ development agencies (see Williamson 2009), as well as non-public cost data available to the Dalberg team from prior evaluation engagements for a total sample of 50 institutions including 10 UN agencies/programmes.

¹⁵ Ibid.

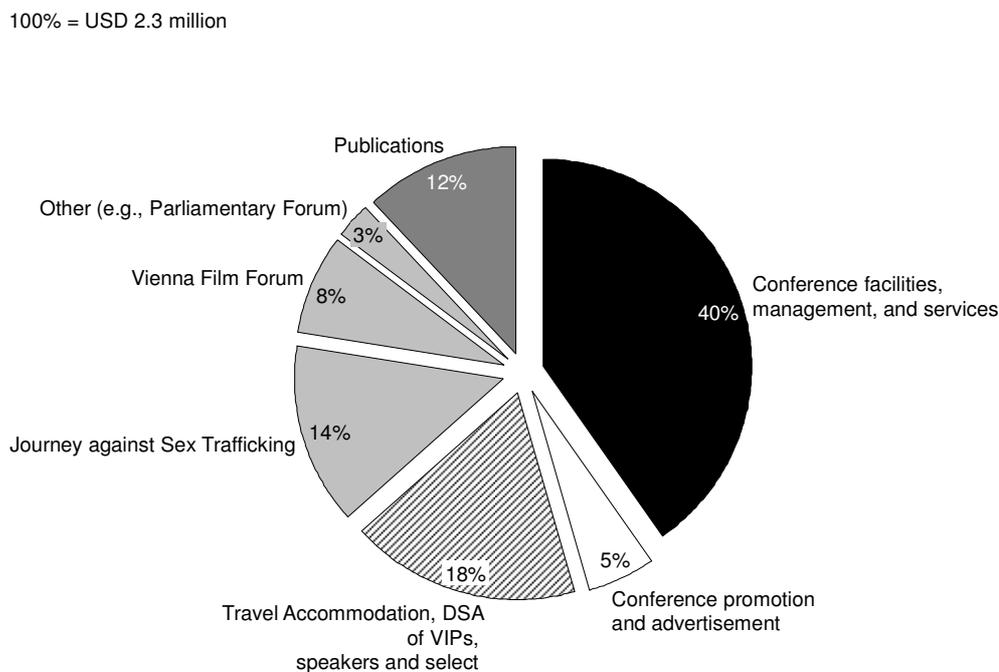
160. From a qualitative perspective, the UN.GIFT cost levels also appear reasonable. The Project’s management cost ratio (16% of total project budget including 2% for project evaluation), for instance, suggests efficient management, considering the high volume and range of activities, the relatively small size of the UN.GIFT Secretariat, and the generally positive stakeholder feedback regarding responsiveness and efficiency of the UN.GIFT Secretariat team.

161. Furthermore, UNODC Programme Support Costs (PSC) for the initial Project grant (5%) were much lower than the default PSC level (13%), which required a special approval by the Assistant Secretary-General for Financial Services. Approval was provided on the basis that substantial direct support had been built in and a large contingency element was already captured as part of management costs (also see section on UN.GIFT financials).

162. Stakeholder interviews showed that many of the questions raised about the cost effectiveness of UN.GIFT related specifically to the Vienna Forum. Many stakeholders, including those highly positive on the impact of the Vienna Forum, perceived the costs of the Vienna Forum and regional mobilization events in the initial phase of the Project as excessive (28% of total budget for all output areas).

163. Given the unique profile of the Vienna Forum, few comparable benchmarks exist, but the evaluation team found that Forum costs were not disproportionately high given the scale and ambitions of the event. One important consideration is that 40% of the total budget for the Forum was spent on publications, events, and activities beyond the conference itself (e.g., the *Journey* exhibition, parliamentary side-event, Vienna Film Forum) (Figure 33).

Figure 33: Break-down of Vienna Forum costs



164. The Vienna Forum and regional event costs were fully transparent in the original project document and came in substantially under the planned budget of USD 3 million. As an UN event,

expenditures were in line with UN procurement procedures and standard cost guidelines. In spite of these facts and substantive positive feedback on the Vienna Forum, the percentage of funds spent on this particular event created negative perceptions of UN.GIFT's cost effectiveness and prioritization of activities.

165. If UN.GIFT is continued, management should be sensitive to such perceptions in relation to high-cost events in designing activities.

166. Stakeholders have also questioned the efficiency of the Project in the area of activity-based recordkeeping and monitoring, which is related to the limitations of UNODC's financial and project management IT systems. UN.GIFT project managers made substantial and continuous efforts to work around these limitations in order to track activity based budgets and expenditures.

167. Despite these improvements and the successful transition to output-level expenditure tracking in 2009, the lack of automated activity level data tracking continues to be a challenge and should receive further investment and attention if UN.GIFT is continued for future phases.

4.4 Partnerships, management and governance

168. When evaluating the management and governance of UN.GIFT there are some important considerations about the nature of the Project and the broader context must first be taken into account. UNODC had never implemented a multi stakeholder partnership of this size, level of complexity and high profile before. There are also systematic challenges to international coordination among UN and other international agencies, including incentives that agencies have to secure and maintain resources in a competitive funding environment and variations in their governance structures (e.g., partnership challenges between decentralized vs. centralized agencies due to very different levels of headquarters resources).

169. As a result of all of these factors, it is reasonable to expect that the management and governance arrangements of UN.GIFT would involve some degree of trial, error, and subsequent learning and refinement. This evaluation has found evidence of challenges experienced at the outset, as well as substantial learning and improvement in subsequent years.

170. Nonetheless, these challenges proved to be a significant hindrance to effectiveness and led to complications for Project management. Many of the management and governance issues were addressed too late in the Project lifecycle and a significant amount of management and staff time was spent on resolving these issues during implementation.

4.4.1 Partnerships

171. Many stakeholders view UN.GIFT as an important and the most visible global attempt to drive inter-agency technical cooperation on the issue of AHT. Specifically, UN.GIFT is viewed widely as an effective mechanism to facilitate inter-agency cooperation on joint initiatives and programmes, which has also created a sense of partnership among AHT actors on the UN.GIFT Steering Committee.

Beyond inter-agency partnerships, UN.GIFT has been supporting relationship-building between the UN and civil society organizations and private sector companies. UN.GIFT has made progress towards raising awareness within the private sector and has created a new channel through which civil society can engage with the UN. In addition it has been brokering partnerships at the regional and national levels through Joint Programmes and conferences.

4.4.2 Engagement with Member States

172. At the outset of the Project, UNODC and UN.GIFT management did not effectively engage Member States. This was partly due to an overall lack of effective mechanisms and processes for engaging with Member States on technical cooperation projects within UNODC, given the fact that the agency lacks a Board of Governors and Executive Board.

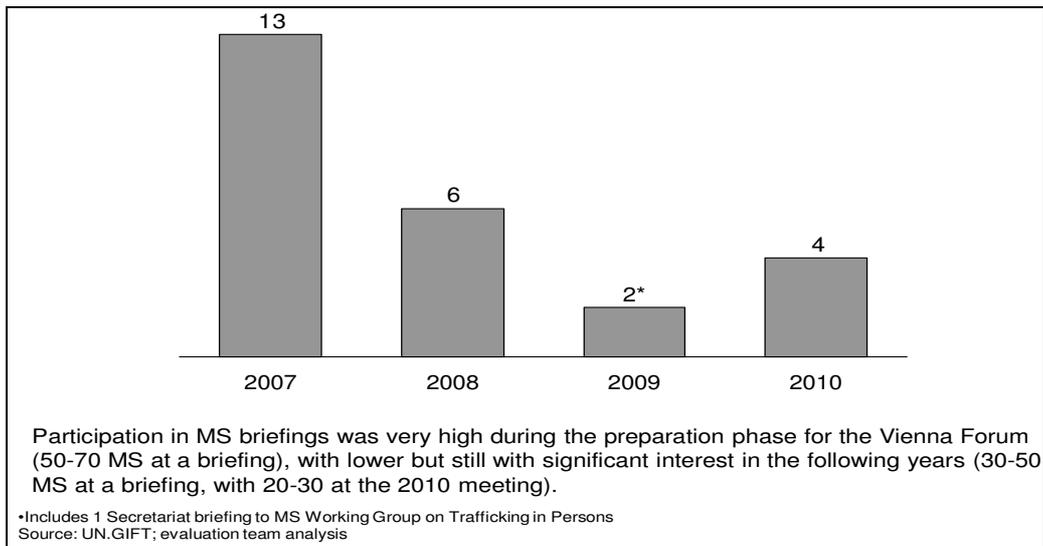
173. Several areas of concern were consistently raised during the evaluation process:

- i) The initial process for engaging Member States did not anticipate the sensitive nature of the issue. One of the original objectives of UN.GIFT was to bring greater awareness and political commitment to the issue. The degree of sensitivity among Member States, as well as a lack of consensus by external stakeholders about the exact action to be taken in addressing human trafficking, created a strong MS desire for the oversight of UN.GIFT's activities. Member States were not adequately consulted during the design stages of UN.GIFT and reported that subsequent reporting on activities, particularly in earlier stages of the Project, did not provide adequate time or means to pro-actively provide feedback or input.
- ii) While classified as a technical assistance project, in many ways UN.GIFT functioned as a coordinating body and an advocacy organization. In this highly visible role, UN.GIFT was seen by some Member States to be acting beyond the scope of the initial project document. As a result, there were misaligned expectations about the mechanisms, channels, and degree of engagement that should occur between UN.GIFT management and Member States. This led some Member States to question the appropriateness of doing so without sufficient processes in place to ensure that the project priorities and operations were actively guided by Member States.
- iii) Lack of a UN resolution in the formation of UN.GIFT and a relatively vague set of Project objectives led to concerns about Project legitimacy. UN.GIFT, as a technical project administered by UNODC, was set up without an initial UN resolution and, despite later UN resolutions positively noting the work of UN.GIFT, was seen by some Member States as operating without a clear mandate within the UN system. This perceived lack of initial legitimacy was exacerbated by UN.GIFT management's lack of success in clearly defining and communicating the Project's objectives at the early stage of the Project (e.g., distinguishing these objectives from implementation mechanisms like UNODC's AHTMSU and coordinating mechanisms like ICAT).

iv) Finally, the single-donor nature of UN.GIFT heightened concerns about accountability of the Project. At the launch of the Project in 2007, concerns were raised about the degree to which UN.GIFT could be a truly global partnership given that the operational and programmatic funding relied largely on funds provided by a single donor. Member States questioned the amount of influence the donor should have in setting the agenda of the initiative. As a result, the Commission of Crime Prevention and Criminal Justice (CCPCJ) passed decisions in 2007 and 2008 that ensured that ultimate accountability of UN.GIFT would be to Member States.

174. There is significant evidence that UNODC actively learned from the challenges of the early years and in subsequent years adopted approaches that are much more conducive to facilitating consensus and buy-in. Specifically, UN.GIFT Management took a more proactive approach to communicating with Member States, including new engagement tools (e.g., Member State corner on the UNODC website). UN.GIFT prepare and provided annual and interim quarterly reports to MS throughout 2008 and 2009, updates were posted to a MS corner accessible through the UNODC website and a total of 25 MS briefings and consultations were held between June 2007 and October 2010. However, it is important to note that of these briefings and consultations, 19 took place in 2007 and 2008 and only six, including two Secretariat briefings to the Working Group on TIP, in 2009 and 2010 (Figure 34).

Figure 34: UN.GIFT Member State briefings (2007-2010)



175. It can be concluded that the situation improved over time as a result of the increased focus on consultation with Member States. Nonetheless, before the release of the preliminary evaluation in October 2010, nearly half of MS survey respondents and a number of interviewees stated that there continued to be inadequate transparency and insufficient consultation between UN.GIFT and Member States. Some of these concerns may have now been addressed through this evaluation process and related consultations, but the feedback highlights the need to involve MS upfront in any new phase of UN.GIFT and to find mechanisms for better engaging them on an on-going basis.

4.4.3 Steering Committee Working Relationships

176. The working relationships of the Steering Committee members have evolved significantly over the life of the initiative.

177. Initially, lack of transparency of member selection criteria, differing understanding of the “advisory” role of SC members, and the strong leadership role taken by UNODC led to inter-agency tensions and lack of buy-in – a situation recalled in many interviews and apparent in Steering Committee meeting minutes.

- i) The initial composition of the Steering Committee was questioned by stakeholders both within the committee as well as outside agencies and organization. The original selection of SC members was not guided by clear or transparent criteria, resulting in questions regarding the representativeness of the SC. For example, four of the six agencies represented form part of the UN while the OSCE is the only regional body represented on the committee. Notable exceptions from committee membership include, but are not limited to organizations like UNHCR and UNIFEM which maintain a significant focus on trafficking in persons. In addition, UNHCR is the implementing partner of UN.GIFT’s Serbia Joint Programme. It is, however, important to note that the issue of representation was discussed in multiple SC meetings, but the group was intentionally kept small so as to create a strong and focused working group rather than a completely representative body.
- ii) Ambiguity over the role of the host agency, UNODC, initially put a strain on working relationships within the Steering Committee. During the early phases of the Project, a number of Steering Committee members voiced concern about the lack of clarity of UNODC’s role as the host agency, particularly around how closely UN.GIFT should be linked to UNODC’s institutional agenda.

178. After 2008, the UN.GIFT Secretariat, under the leadership of the Senior Manager, took steps to improve the situation. This included moving away from the advisory function of the Steering Committee towards the implementation of a fully participatory decision-making process and led to the joint development and adoption of a revised UN.GIFT strategy by the SC in November 2009.

179. There is now a universally acknowledged improvement in the working relationships on the SC with multiple tangible examples of fruitful cooperation including Expert Group Initiatives (i.e., capacity-building manuals and tools), alignment on and joint fundraising for regional/local Joint Programmes, and collaboration on awareness-raising.

180. The vast majority of SC members now state that they value the UN.GIFT Steering Committee as the key forum for meaningful collaboration on specific projects and operational matters. The overwhelming sentiment within the membership is that, in spite of a challenging start, the Steering Committee is now an effective mechanism for inter-agency collaboration. Nonetheless, at the time of

the preliminary evaluation, SC members appropriately continued to call for further clarification of decision rights and responsibilities and requested further governance evolution to ensure that the Steering Committee a more representative body.

4.4.4 Positioning of UN.GIFT within UNODC

181. There has been strong visible support for UN.GIFT by UNODC management, including the agency's Executive Director. Following a major organizational realignment within UNODC in April 2010, both UN.GIFT and AHTMSU are now housed within the Division for Treaty Affairs under the Organized Crime and Illicit Trafficking Branch (OCB). In addition, from early 2008 to July 2010, both have been under the leadership of a common Senior Manager. However, ambiguity around the precise role and activities of the UN.GIFT Secretariat created some organizational structural tensions with other sections of UNODC involved in AHT efforts, particularly AHTMSU. Attempts to achieve a constructive working relationship between the UN.GIFT Secretariat and other UNODC sections involved in AHT efforts have been challenging due to perceived overlaps in work areas and in connection with roles and responsibilities of staff embedded in or shared with other sections of UNODC. These challenges have abated somewhat in recent years with multiple examples of effective collaboration like the Vienna Forum and the Parliamentary Handbook, but a number of stakeholders have expressed concerns about the clarity of roles and responsibilities of UN.GIFT within UNODC.

182. The evaluation team finds that such intra-UNODC frictions are a structural issue, unrelated to individuals and personalities, and largely stemming from a lack of clarity of UN.GIFT's mandate and role vis-à-vis other UNODC sections engaged in AHT. Despite such tensions, which should be addressable through the careful definition of roles and increased autonomy of the UN.GIFT Secretariat, UNODC remains the natural host organization for UN.GIFT, given the agency's mandate as guardian of the Trafficking Protocol, host of ICAT, and its role in the implementation of AHT technical assistance efforts in line with the Trafficking Protocol and GPA.

183. In addition to better definitions of roles, better internal and external communication of UNODC's relationship with UN.GIFT is also needed. Multiple stakeholders mentioned confusion on this front, with many external stakeholders contacted by the evaluation team (e.g., NGOs, private sector partners, regional AHT opinion-makers) viewing UN.GIFT and UNODC as interchangeable.

5 Impact and Sustainability

5.1 Impact

184. Considering that the project was only launched in March 2007 and that some major activities, initiated and funded by UN.GIFT (i.e., Small Grants Facility and Joint Programmes), are still being implemented by grantees and implementing agencies, an impact assessment is in many cases still premature. The lack of evaluable impact indicators, baselines and systematic end-user feedback further complicates the feasibility of long term impact assessment.

185. In the view of the evaluators, the Steering Committee, which has developed into a productive forum for technical cooperation among agencies involved in AHT efforts, bears the most significant potential for long-term impact to date. Another important foundation for potential long-term impact are the relationships that have been developed with civil society stakeholders, the media, and the private sector. In addition, products like the victim assistance translation MP3 tool (VITA), which are taken up by other organizations and partners to be rolled out globally, have a high potential for long-term impact.

186. On the first overall objective of “increased awareness, coordination, and political commitment”, the Project reached many important outcomes on the underlying activities as noted earlier. Stakeholder interviews and case studies suggest, however, that these accomplishments did not, as stated in the Project document, “set in motion a broad-based global movement that will attract the political will and resources needed to stop trafficking” nor produce “a turning point in the fight against trafficking.” The evaluation team believes that beyond being difficult to evaluate, such broad objectives were overly ambitious given the institutional capacity, timing, and resources of UN.GIFT in relation to the broader anti-human trafficking landscape.

187. The evaluation team estimates that even at their peak, UN.GIFT expenditures presented 2-5% of annual AHT spending by UN and non-UN agencies, foundations, NGOs, and major bilateral donors,¹⁶ an amount which is likely insufficient to demonstrably catalyze a global movement.

188. Despite helpful information in project documents, including annual progress reports, quarterly reports, and “lessons learned” for major output areas, in many cases a detailed attribution was not possible due to limited activity-level documentation and the difficulty in disaggregating the value added by the UN.GIFT Secretariat from the contributions of SC members or other external partners.

5.2 Sustainability

189. Evidence for the sustainability of many individual UN.GIFT activities and the overall Project is relatively limited, but the next phase of the Project has the potential to be far more sustainable.

190. Few efforts initiated by UN.GIFT have had a life of their own without ongoing UN.GIFT funding. The lack of sustainability and continuity of impact was a consistent theme with many stakeholders criticizing UN.GIFT for focusing on large one-off activities (e.g., the Vienna Forum, South Asia Regional Conference, and large awareness-raising campaigns), without sufficient programmatic engagement and resources to ensure a sustainable platform for impact over the long-term. However, some of the Project’s activities like capacity-building tools (e.g., EGI manuals) and results of partnerships (e.g., Code of Conduct for Safe and Honourable Tourism in India) are likely to have sustained impact without ongoing UN.GIFT funding. Furthermore, the long-term time-frame and focus

¹⁶ The evaluation team estimates an annual spend of over USD 200 million; other estimates are USD 150 million (no-trafficking.org, 2008)

on stakeholder ownership for Joint Programmes (e.g., in Serbia) also demonstrates appropriate design for sustainability.

191. For the overall UN.GIFT effort, the Project has not achieved sustainability due to limited resource mobilization beyond the initial grant as already noted in the discussion of UN.GIFT's fundraising track record. Even though several donors have made contributions to UN.GIFT, it will be beneficial for sustainability to further diversify the donor base in the future. If the fundraising issue is addressed, there is promise of greater sustainability due to the strong working relationships within the Steering Committee, which represents many of the major players in AHT globally, and partnerships with other stakeholders which have evolved over time.

6 Case Studies

6.1 Case Study: South Asia Regional Conference (SARC)

6.1.1 Context and methodology

192. The South Asia Regional Conference (SARC) which was held in New Delhi on the 10-11 October, 2007 marked the official launch of UN.GIFT in South Asia.

193. The evaluation team carried out a case study of SARC to assess and evaluate the results of this regional event and to examine how "it led to a comprehensive set of activities, implemented through a pilot Project with various stakeholders, including the private sector." In addition the case study was intended to provide lessons on how to ensure greater sustainability of Project activities and how to build on the momentum and awareness-raising generated through regional events.

194. The evaluators conducted 10 interviews across relevant stakeholder groups, with 12 interviewees including managers within the South Asia regional office of UNODC, civil society and private sector partners, officials in government ministries, and civil society stakeholders active in AHT. Additionally, the evaluation team conducted an electronic survey of 326 SARC participants recorded in the UN.GIFT database.

6.1.2 SARC background

195. The South Asia Regional Conference was one of the ten 2007 regional pre-cursor events to the Vienna Forum. The main objectives of this conference were to increase awareness on the issue of human trafficking and to facilitate cooperation among stakeholders in order to leverage their collective strengths towards an effective fight against human trafficking in the South Asian region. The intended outcomes of the Conference were:

- a. Visibility and advocacy: The problem of human trafficking to be prioritized in South Asia, greater networking among stakeholders as a result of the conference, adoption of a declaration to energize the region's efforts against trafficking

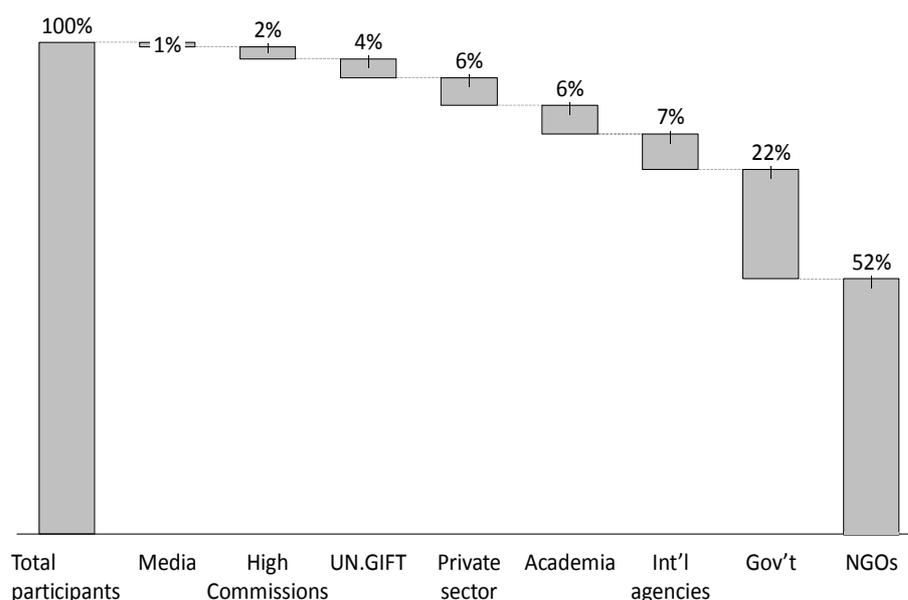
- b. Partnerships with the private sector: The campaign provides opportunity for new partnerships with business enterprises and philanthropists and an avenue for engaging them in the fight against human trafficking.
- c. Increased Knowledge: Plenary sessions, symposia and satellite sessions to share best practices in addressing human trafficking in South Asia.

196. SARC costs amounted to USD 346,000, of which UN.GIFT expenditures constituted approximately USD 220,000. The balance was paid for by partner agencies through cash and in-kind contributions.

197. The conference involved 800 participants and included international agencies, high commissions, media personnel and private sector participants, but was largely dominated by NGO representatives and Government officials (Figure 35).

Figure 35: Demographic of SARC participants by type

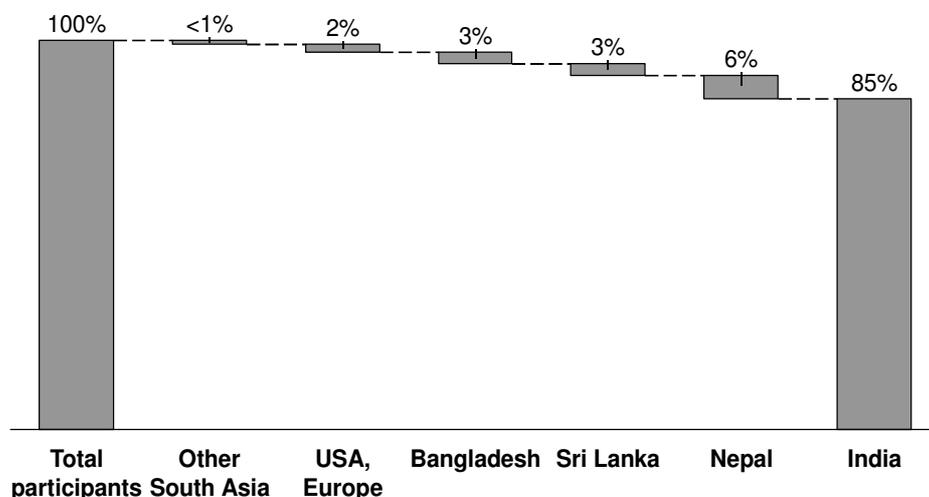
N = 326 participants in SARC participant database



198. The conference included robust representation from India, and some representation from other South Asian countries including Afghanistan, Bangladesh, Bhutan, Maldives, Nepal, Pakistan and Sri Lanka (Figure 36).

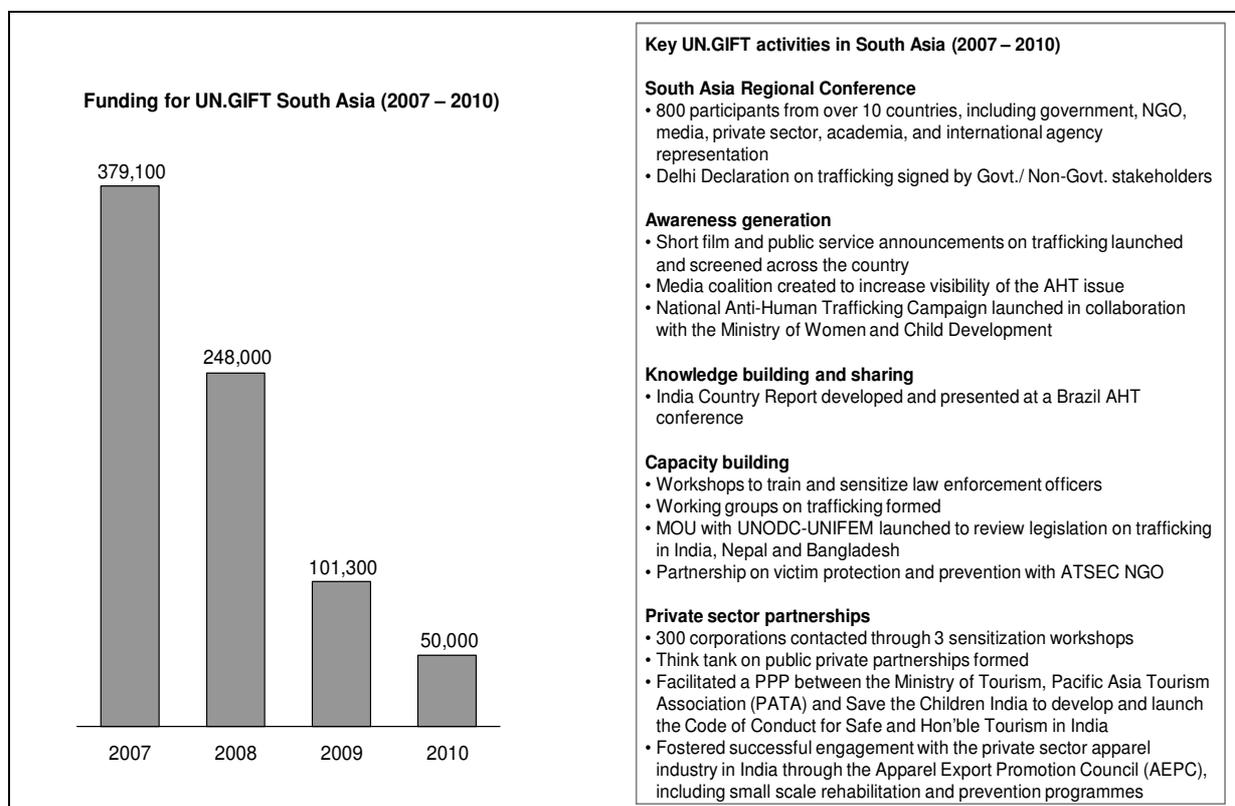
Figure 36: Demographic of SARC participants by nationality

N = 326 participants in SARC participant database



199. In the aftermath of the conference, UN.GIFT has continued to fund follow-on awareness raising, capacity building and private sector partnership activities in 2008-2010, which have been implemented by the regional UNODC team in India. The annual budget for the 2007 conference and subsequent South Asia regional activities has gradually decreased from USD 379k in 2007 to USD 50k in 2010 (Figure 37).

Figure 37: Overview of UN.GIFT South Asia budget and activities

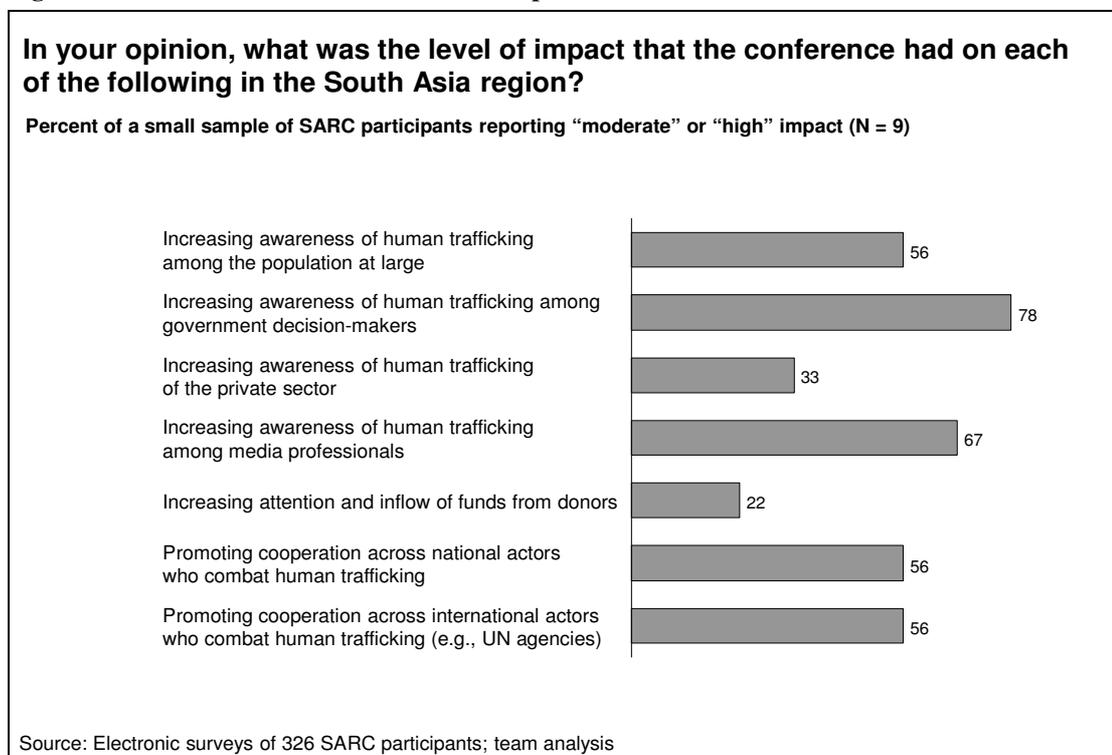


6.1.3 Key findings

200. The South Asia Regional Conference filled a gap in regional awareness-raising and coordination by bringing together an unprecedented group of over 800 stakeholders. Most interviewed participants and anti-human trafficking stakeholders (UN agencies, civil society and government representatives) reported that the conference and its visible products, most notably the Delhi Declaration and related publicity raised the profile of anti-human trafficking issues with key decision-makers, the media, the public, and to a lesser extent the public at large and the private sector.

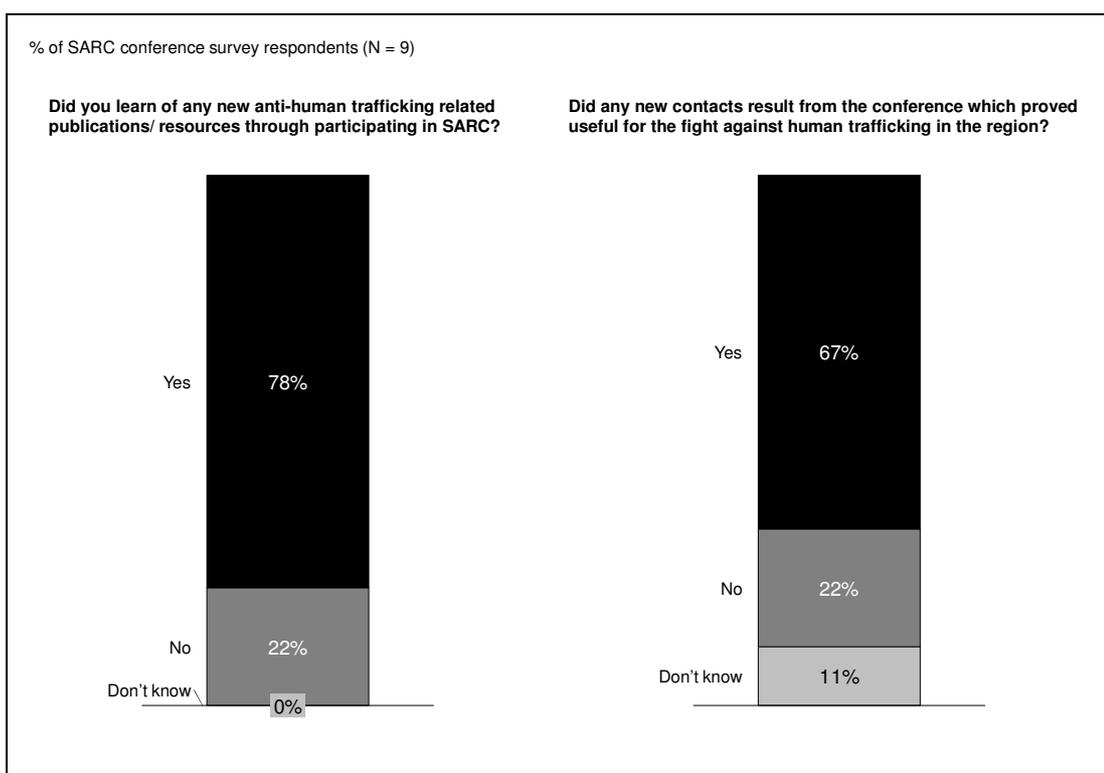
201. Although the number of electronic survey responses was too low to provide a statistically robust sample, survey results corroborated interview findings, reporting positive impact on awareness-raising, particularly amongst decision-makers and media professionals, but only modest impact on secondary implicit objectives like the mobilization of resources for the fight against trafficking (Figure 38).

Figure 38: Stakeholder feedback on SARC impact



202. In addition the evaluation found that the conference helped facilitate connections across sectors and geographies and introduced participants to new publications and resources (Figure 38). Multiple cross-regional connections were reported by attendee NGOs and several private sector associations saw the conference as a starting point of their involvement in AHT issues.

Figure 39: Knowledge sharing and networking at SARC



203. These results were also reflected in the largely positive comments on the conference provided by 36 conference participants who filled out detailed feedback forms collected by UN.GIFT in 2007. Over 90% of these respondents viewed the conference in positive or highly positive terms, with most of the comments focused on SARC impact on awareness-raising for decision-makers, improved networking for core AHT players and the broadening of the AHT coalition (e.g., through the inclusion of grass-roots NGOs, media, and Bollywood).

204. Important immediate outcomes of the conference included the formulation and signing of the Delhi Declaration on trafficking, the formation of working groups on anti-human trafficking, and the facilitation of talks between the Indian government, civil society and the private sector to create Public Private Partnerships to rehabilitate survivors of trafficking. The Delhi Declaration, the South Asia “think tank” (i.e., working group) on anti-human trafficking and the various Public Private Partnerships were often cited as very useful outcomes of the SARC.

205. Post conference initiatives included but were not limited to the dissemination of awareness materials (including a movie and posters), the launch of a India Trafficking Report, sponsorship of anti-human trafficking awards in the region, the formulation of a code of conduct with the Ministry of Tourism to reduce human trafficking, the development of small-scale joint programmes between UNODC and other UN agencies on AHT, and several Public Private Partnerships to fight trafficking and support victims. Among UN.GIFT’s regional initiatives in the aftermath of the conference, Public Private partnerships gained most traction, though with relatively limited scale and scope relative to the size of the problem. For example, UN.GIFT facilitated a successful Public Private Partnership with the

Apparel Exports Promotion Council, but as of August 2010 it had only benefitted 25 survivors of trafficking. The UN.GIFT Report on Trafficking in India was seen as a useful document, but the UN.GIFT awareness-raising movie for the public received mixed reviews from interviewees on reach and effectiveness.

206. Despite these post conference activities and results, the positive momentum of the conference has not been sufficiently sustained over the following few years. This finding was consistent across all interviewed stakeholders and was also reflected in electronic survey results with 55% of respondents (80% of respondents excluding “don’t know” responses) reporting that UN.GIFT’s efforts in South Asia after SARC did not sufficiently or at all sustain the conference’s momentum. One example is UN.GIFT’s now defunct media working group, which has not been able to increase visibility of the issue in regional media in a sustainable fashion. Less tactical objectives have seen the least traction, e.g., changes in inter-agency coordination in the 2 years after the conference have been limited, even though small-scale bilateral joint programme pilots with UNIFEM and IOM have been launched by the regional UNODC team with UN.GIFT funds.

207. Although reasons for limited sustainability include management turnover and a lack of strategic direction from UN.GIFT headquarters, the major challenge proved to be the mobilization of resources for anti-human trafficking initiatives locally. Aside from USD 126k worth of in kind contributions raised from UN agencies and the private sector for the SARC, no additional funding was raised for UN.GIFT efforts locally to ensure sustainability.

208. The following findings, resulting from the India case study, pertain to the broader UN.GIFT Project, including activities at the global level that were not specifically targeted to any specific region.

- i) The Vienna Forum was viewed as an elite global platform that brought together a large group of international anti-human trafficking experts to increase awareness and coordination on human trafficking globally with limited percolation of impact to the South Asia region.
- ii) The UNODC/UN.GIFT Global Report on TIP was generally not perceived as a significant change of the status quo of the knowledge base on trafficking in South Asia, given the approach of publishing official statistics.
- iii) EGI tools and manuals developed with UN.GIFT funding and support were considered particularly useful, with many respondents stressing the potential of these tools to enhance capacity building initiatives across the region, particularly if they could be adapted to regional needs and translated into local languages.
- iv) The Small Grants Facility was cited as an activity that had low visibility. One major issue identified was the insufficient involvement of regional experts in grantee selection or post-funding monitoring.

- v) Overall, there was relatively limited visibility of UN.GIFT activities on the ground, because most respondents considered UN.GIFT efforts as being synonymous with those of UNODC, with implications for the UN.GIFT brand in the region.

6.1.4 Recommendations resulting from the SARC case study

209. The recommendations are:

- i) Re-establish the UN.GIFT brand in South Asia as distinct from UNODC and reposition the Project as an independent coordinating effort that brings together anti-trafficking organizations that can be accessed through a single platform.
- ii) Extend UN.GIFT's impact at the regional level by (a) creating dedicated regional inter-agency coordination forums (e.g., regular quarterly or bi-monthly meetings) and (b) increasing engagement with existing government coordination platforms like the South Asian Association for Regional Cooperation (SAARC)¹⁷ to promote intra-regional coordination on anti-trafficking and (c) improving coordination and cooperation between the UN.GIFT Steering Committee members through a greater volume of smaller size joint programmes or activities.
- iii) Provide consistent long-term support and funding for regional AHT cooperation efforts – given the difficulty and cost of building coordination, consider co-funding regional or national UN.GIFT focal points (e.g., 20% of compensation) or ‘coordinators’ already embedded into one of the SC member agencies on the ground, who can be used to promote multi-agency cooperation efforts and communicate to local and regional stakeholders about the inter-agency agenda.
- iv) Leverage existing resources and materials (e.g., advocacy materials, training manuals, knowledge efforts) through regional players to allow a wider dissemination of information and a percolation of impact to the end beneficiaries.
- v) Facilitate an increase in communication and coordination between global and regional UN.GIFT efforts to improve clarity on regional roles in the global efforts (e.g., the involvement of regional offices in the selection or monitoring process in connection with small grants Project grantees) and allow an effective formulation of the regional strategy and budget that supports sustained regional efforts.
- vi) Push the Private Public Partnership (PPP) agenda at the regional and national level forward by investing in capacity of public and private players to engage in such partnerships (e.g., publishing simple manuals and guidelines on setting up PPP's in India; a database of best practice examples of AHT related PPP's from across the globe).

¹⁷ SAARC was established in 1985 by the Heads of State or Government of Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka; Trafficking in Persons is among the many issues included on SAARC's current coordination agenda.

6.2 Case Study: Serbia Joint Programme

6.2.1 Context and methodology

210. The evaluation team carried out a case study on the Serbia Joint Programme, which was the first of the JPs to launch. The evaluators conducted 14 interviews (19 interviewees) across the five major JP stakeholder groups (governmental institutions, national non-governmental organizations, international organizations, UN.GIFT Project staff and donors), during a two day visit to Belgrade and via telephone (see Mission schedule in Appendix E). Additionally, the evaluation team conducted a desk review of relevant brochures and documents provided by UN.GIFT and interviewees, as well as of additional material collected from other sources.

211. The impact cannot yet be assessed given that the Serbia JP was only launched in June 2010. Instead, the evaluation team focused on the effectiveness of the preparatory phase of the JP, which lasted for one and a half years and included fund raising activities. Expected results of the preparatory phase are (1) relevance of the Joint Programme design, defined by acceptance amongst and involvement of various stakeholders including the government and donors and (2) the JP's contribution to improved coordination amongst various stakeholders active in the field of anti-human trafficking in Serbia.

6.2.2 Serbia Joint Programme background

212. As part of its capacity building efforts, UN.GIFT originally made available funds for the launch of six Joint Programmes globally.¹⁸ The UN.GIFT Joint Programme (JP) in Serbia is one of the resulting JPs, approved by the UN.GIFT Steering Committee in October 2008. After an extensive period of programme development, syndication, and fund-raising, the Serbia JP was officially launched on June 2010.

213. The Serbia JP is a partnership between the International Organization for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), the United Nations Office on Drugs and Crime (UNODC) and the Government of Serbia. The JP is the first joint initiative by these implementing partners in the field of anti-human trafficking in Serbia and has been developed in broad consultation with all relevant national and international counterparts.

214. The JP builds on an existing basis, which includes a Strategy for Combating Trafficking in Human Beings in the Republic of Serbia (2006), the Republic Team to Combat Trafficking in Human Beings (with membership of governmental bodies and non-governmental organizations and expert bodies), a 'Service for Coordination of Protection of Victims of Trafficking' and the Serbian National Action Plan to Combat Trafficking in Human Beings (NAP), adopted by the government in 2009. The JP's overall objectives are to operationalise and deliver against four interlinked specific objectives of the National Action Plan:

¹⁸ In September 2010 funding was re-allocated amongst JPs and one JP cancelled. For details see section 4.2.6 Capacity-building and technical assistance.

- i) To strengthen national capacities to implement NAP and improve coordination within the National Referral Mechanism on trafficking in persons (NRM);
- ii) To create a sustainable framework for systematic prevention of trafficking in human beings among particularly vulnerable groups;
- iii) To strengthen the criminal justice responses of Serbia;
- iv) To improve mechanisms for protection and (re)integration of potential and actual victims of human trafficking (children and adults), including those identified within asylum channels.

215. UN.GIFT contributions to the Joint Programme involved

- i) USD 50k upfront 'seed' funding (with an eventual extension to USD 90k) for a consultant to conduct needs assessment, coordinate programme design and undertake resource mobilization efforts; participation in the initial multi-agency stakeholder meeting;
- ii) provision of templates for the Joint Programme MOU and staff TORs;
- iii) input into the draft programme document;
- iv) ongoing advice for field staff and the JP programme manager (IOM) on Programme design and launch;
- v) USD 200k in matching funds (increased by a further USD 330k in September 2010) once programme design was finalized and the major donor identified;
- vi) some fund raising attempts through donor round-tables held by the UN.GIFT Secretariat in Vienna.

216. Beyond the initial UN.GIFT seed funding and the allocation of USD 530k in Project funds, the Serbian Joint Project team has raised additional funds of USD 680k from the Belgian government and USD 100k from the Swiss Development Agency.

217. From the design and launch standpoint, the Project can be considered a success:

- i) It is highly relevant in terms of country needs because of a very collaborative consultation process with input from all relevant stakeholders, resulting in strong support and positive climate among stakeholders and generally optimistic assessments of prospective long-term impact
- ii) Increased coordination between the international agencies during the preparation and design phase, facilitated through initial UN.GIFT funding (i.e., via the JP consultant funded by UN.GIFT); coordination process featured actual joint activities instead of coordinated parallel activities

- iii) Resource mobilization on the ground supported by a collaborative multi-stakeholder JP design and high stakeholder involvement, which was welcomed by donors

6.2.3 Key findings

218. Relevance: The Serbia Joint Programme is considered to be a timely and relevant effort, especially because it is closely tied to the Serbian National Action Plan (NAP), which was adopted by the government in 2009 and developed by state institutions in collaboration with civil society and international AHT agencies. All interviewed national and international stakeholders confirmed the need for and high relevance of the planned JP activities.

219. Coordination: Even though some coordination between various governmental and non-governmental, national and international stakeholders had already been in place from previous initiatives (e.g., multi-stakeholder involvement in the development of the National Action Plan (NAP), 60 member Republic Team to Combat Trafficking in Human Beings), various stakeholders confirmed visibly increased coordination through UN.GIFT's Joint Programme activities. Despite many positive factors on the ground (e.g., positive relationships between UN agency field staff), the lack of additional incentives for inter-agency coordination would have impeded collaboration without the JP, which made initial funding for coordination activities, as provided by UN.GIFT, a critical success factor.

220. Resource mobilization: The high level of government involvement (JP tied to the National Action Plan and promoted by the Serbian National AHT Coordinator) and the joint character of the Programme (i.e., many relevant international organizations and national stakeholders involved), appear to have had a strong impact on donor funding decisions, even in the face of perceived "donor fatigue" in the region. The UN.GIFT brand did not appear to have been a relevant factor for donor funding decisions at the regional level, which mainly focused on the Serbian government's participation, fit with donor priorities, and number and relevance of participating international agencies. However, since funding decisions also involved donor head offices/capitals, awareness of UN.GIFT cannot be entirely ruled out as a contributing factor.

221. Efficiency: The preparatory phase lasted for one and a half years, but even though the fund-raising period took longer than expected, stakeholders did not consider this period to be particularly long for the preparation of a Joint Programme, compared to other non-UN.GIFT Joint Programmes they had been involved in or were aware of. Considering the quality and level of stakeholder involvement, stakeholders generally found the time and effort invested adequate. Stakeholder feedback consistently demonstrated that the inter-agency field staff and Vienna headquarters UN.GIFT Secretariat staff involved in setting up the JP have been responsive, dedicated, and efficient in providing their support.

222. Sustainability: Even though funds for the JP are secured for one year and beyond, sustainability remains a major issue. More funding will be needed to implement the programme as planned. Moreover, to guarantee continuous improvement for anti-human trafficking measures in Serbia and to ensure adequate sustainable support for victims of trafficking, budget based funding from the Serbian

government will be needed; current funding of victim support structures are based on NGO contributions and funds originating from a one-off stamp sale initiative by the Ministry of Interior.

223. Awareness of broader UN.GIFT activities and brand. The awareness of global UN.GIFT activities amongst national stakeholders proved to be very limited. Among the global activities mentioned were the Small Grants Facility and the 2008 Vienna Forum. UN.GIFT activities in the country were usually attributed to the Joint Programme and the major organizations involved in the JP rather than to the broader UN.GIFT effort. In many cases, awareness of UN.GIFT's broader objectives and activities was limited, with stakeholders reporting that UN.GIFT activities prior to the Joint Programme had limited visibility and impact in the region.

6.2.4 Recommendations resulting from the Serbia JP case study

224. Joint activities have a high relevance in the field of anti-human trafficking, which has been confirmed by all stakeholders. The major resulting recommendation with regard to the development of joint programmes is to plan for a very substantial investment of time and extensive coordination efforts at the design and development stage, in order to create ownership and ensure involvement of all relevant stakeholders. The related lesson learned is that the investments needed at this stage are easily underestimated, for the national and particularly for the regional level.

225. A number of success factors can be identified in connection with the Serbia JP. They should be replicated to the extent possible, when developing joint programmes:

- i) A government inclined to collaboration, evident through a history of cooperation between national stakeholders, including NGOs, and international organizations.
- ii) Donor priority and interest in the topic and region
- iii) Initial funding for coordination and fund raising activities
- iv) Support from UN.GIFT headquarters for the initial inter-agency stakeholder meetings and ongoing support of the field team
- v) Engagement of competent facilitators in the country with local language skills to kick off programme development.
- vi) Open consultative approach with all national and international stakeholders
- vii) Design that builds on and supports the national or regional anti-human trafficking strategy as opposed to duplicating efforts or creating new activities for which there is limited "pull"

7 Lessons Learned and Best Practices

226. The UN.GIFT Project has been a unique and innovative experiment for UNODC and as such holds a number of important lessons and best practices for the agency and for UN inter-agency, multi-stakeholder project design in general.

7.1 Lessons learned

227. Large scale, multi-stakeholder initiatives like UN.GIFT require increased upfront consultation. A lack of extensive consultation with Member States and other stakeholders leads to downstream challenges that are not easily resolved even with successful implementation. It is essential that Member States and other relevant stakeholders are identified and consulted at an early stage and on a regular basis, during the design and implementation process of such an initiative. The process of extensive upfront consultation typically needs a significant investment of time at the design stage (6-12 months or more), but is highly relevant for ownership, success and sustainability and affects the Project's fundraising prospects.

228. In the UN system, legitimacy of initiatives is a major consideration. Initiatives focusing on sensitive or controversial issues, in particular, need to invest in communicating clear objective and Project rationales to ensure that Member States fully understand and agree on the exact nature of the proposed objectives and activities. This is also true for initiatives which do not directly build on a prior consensus and mandate in the form of a UN resolution.

229. In connection with multi-stakeholder initiatives there is an exceptional need for clearly defined and communicated governance arrangements. This includes clear selection criteria and a transparent process of selecting members for a multi-stakeholder steering committee, as well as the granular definition of roles, responsibilities, reporting requirements and structures, in order to create a sense of fairness and set clear expectations.

230. A process for adding and removing members should be defined at Project inception: while a balance between comprehensive representation and operational agility is important, a clear path to membership or other involvement (e.g., as observers) for outside stakeholders is essential to also ensure buy-in from non-members.

231. Ensuring an effective relationship between the host organization and members of an inter-agency steering committee likewise requires clearly defined roles and responsibilities, decision-making processes and accountability arrangements. The role and influence of an agency hosting a multi-stakeholder UN initiative must be clearly understood and agreed to by all stakeholders of a steering committee. A particular focus should be put on the initiative's terms of reference, which need to contain sufficient detail and a clear definitions of the responsibilities of the host vis-à-vis other steering committee members.

232. A multi-stakeholder initiative needs a supporting Secretariat, which has to be seen as a shared and independent resource by partner agencies, especially if it is hosted by one of the agencies. It should thus be embedded in the host agency as a separate unit with isolated staffing and maximally independent reporting lines. While this may increase the need for coordination between the Secretariat and the host agency, the costs will be outweighed by the benefits of more neutrality and independence.

233. Inter-agency coordination within the UN system requires incentives and 'patient capital' for success. This includes steady sources of funding specifically tied to inter-agency forums (e.g., funding for UN.GIFT Steering Committee meetings) and funding for agency focal points to any coordination body to ensure sufficient investment of time and effort of all stakeholders. Inter-agency coordination norms and relationships evolve over time and need a long investment horizon, at least 18-24 months at regional and global levels.

234. As regards management, the main lesson has been that while flexibility on work planning is important for experimental programmes, a long-term strategic vision and a results framework (logical framework) with measurable indicators must be clearly specified upfront to ensure appropriate focus and prioritization, transparency for programme stakeholders, and eventual evaluability. A logical framework, which includes clear definitions of objectives, intended outcomes, outputs and indicators for measurement, is needed for proper planning, implementation and management throughout the life time of a programme or initiative. In addition, in order to properly monitor and evaluate projects, baseline data and targets need to be established upfront with sufficient investment in pre-implementation planning (e.g., baseline data surveys).

235. In terms of programme design and approach, sustainability proved to be a major issue. Despite of follow-on activities in the aftermath of major events like the Vienna Forum or the South Asia Regional Conference, the momentum was typically hard to sustain. In addition, interviews and surveys showed high levels of skepticism, which accompany high cost, high-profile events. The UN.GIFT experience shows that while there is value in such conferences and events, there is also a high risk of limited return on investment. A particular focus has to be put on long-term strategic approaches, in order to guarantee sustainability.

7.2 Best practices

236. The UN.GIFT Project featured a number of best practices that should be noted and emulated, if possible, in future UN efforts within and outside of the field of anti-human trafficking:

237. The UN can be a powerful platform for raising awareness and the overall profile of complex, under-prioritized issues like the fight against human trafficking, at both global and regional levels. This is particularly true if there is substantial and visible personal involvement by senior UN management (i.e., Executive Director), visible collaboration of multiple agencies and external partners and a particular focus on increasing knowledge as well as awareness, which was the case with UN.GIFT.

238. UN.GIFT has succeeded as a UN forum which reached external stakeholders like NGOs, the media and the private sector and effectively reduced their transaction costs for engaging with the UN system. This has resulted in increased cooperation on anti-human trafficking amongst actors, who did not typically collaborate, and in a number of very innovative and useful joint products.

239. In the case of the Serbia Joint Programme, a particular focus was put on a consultative and sufficiently long development process (i.e., about two years, including fund raising activities), which also included needs assessment activities. This process was enabled and facilitated through the UN.GIFT seed funding approach and additional incentives for coordination in the form of co-funding of AHT/UN.GIFT focal points, e.g., in ministries. It resulted in a highly relevant programme design, high levels of ownership and increased coordination and cooperation on AHT.

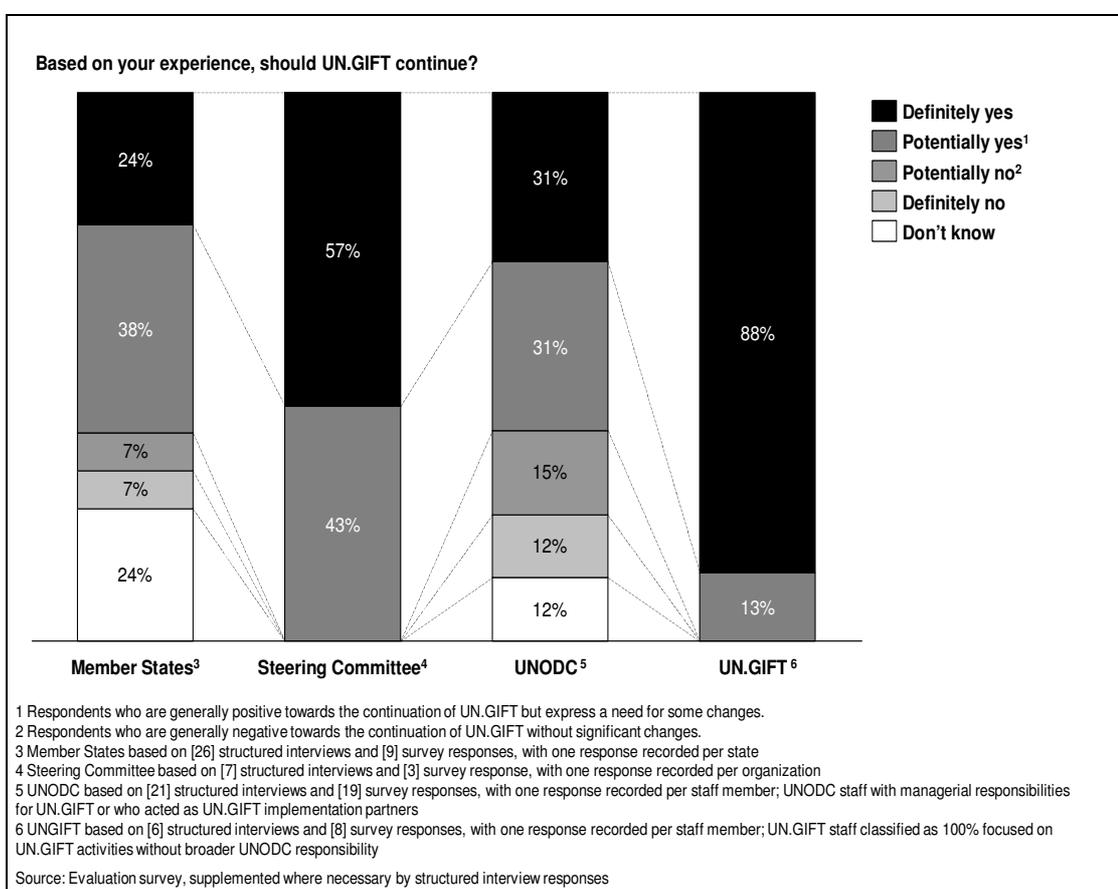
240. UN.GIFT, which started out as a UNODC AHT project with some (SC) agencies in an advisory role, has evolved significantly since its inception in March 2007. The management's responsiveness to criticism and guidance of MS and SC member agencies is evident in the initiative's development towards an inter-agency AHT coordination body, with a more equitable consensus oriented decision making process, increased ownership of SC member agencies, and shift of resources to activities and objectives (e.g., Joint Programmes) prioritized by the Member States. Considering the relatively short timeline, this must be considered best practice in terms of organizational learning.

8 Recommendations

241. Pending Member State consultation and donor funding, UN.GIFT SC and UNODC Senior Management should continue and renew UN.GIFT, leveraging the Project’s core strengths in order to meet the substantial and on-going need for technical inter-agency cooperation in the field of AHT. In any future phase, the project should function as a more independent multi-agency effort with a new strategy and substantial evolution in activity prioritization, governance, and management.

242. This conclusion is in line with the perspectives of most stakeholders, including over 60% of Member States consulted during this evaluation (Figure 40).

Figure 40: Stakeholder perspectives on UN.GIFT continuation



8.1 Interim recommendations and actions taken since October 2010

243. The preliminary evaluation report, shared at the Fifth Session of the Conference of the Parties to the UN Convention against Transnational Organized Crime in October 2010, recommended that, pending MS consultation and donor funding, UN.GIFT SC and UNODC Senior Management should continue and renew the Project, leveraging its core strengths in order to meet the substantial ongoing need for technical cooperation in the field of AHT.

244. Most interim recommendations are thus relevant to the ongoing strategic planning process for a potential new phase of UN.GIFT, which the preliminary evaluation encouraged: ‘UN.GIFT SC should ensure a clear logical framework with distinct and well-defined activities for the next phase of the Project, including a comprehensive needs assessment and detailed and measurable impact and operational performance indicators, and invest resources into base-lining studies to ensure that all inter-agency activities can be properly evaluated and managed.’

245. The need for a consultative strategic planning process, particularly with the involvement of Member States, was also highlighted in the preliminary evaluation report: ‘UN.GIFT SC and UNODC Senior Management should adequately consult with MS on the next phase of UN.GIFT as well as identify more effective means of engaging MS on an ongoing basis through exploring the formation of new mechanisms (e.g., via an informal advisory group with open membership, newsletters, feedback polls, more frequent, regularly scheduled briefings)’.

246. In addition, the preliminary evaluation report called for immediate action regarding the following:

- i) In the near term, UN.GIFT SC and MS should clarify UN.GIFT’s role vis-à-vis ICAT and ensure that these entities can be of benefit to each other, e.g., clarify ICAT and UN.GIFT roles in next briefing or communiqué to the MS and identify opportunities for synergy between ICAT and UN.GIFT. Given that UNODC is the host of both ICAT and UN.GIFT, UNODC Senior Management should immediately launch an assessment of ICAT. The assessment should consider options to maximize synergies between ICAT and UN.GIFT.
- ii) UN.GIFT SC should immediately continue to review the progress of ongoing efforts (e.g., Joint Programmes) and make provisions for funding or transitioning ownership of initiatives in case of Project termination or delays in renewal. The UN.GIFT Secretariat should focus on successful completion and documentation of on-going activities for the remainder of 2010, including activities such as Joint Programmes, the Small Grants Facility, private sector partnerships, and UN.GIFT’s web-based Virtual Knowledge Hub. UN.GIFT SC should reserve funds to ensure continuity of UN.GIFT activities while provisions are made for the future of UN.GIFT.
- iii) UN.GIFT SC should review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the upcoming UN Voluntary Trust Fund for

Victims of Trafficking in Persons, called for by the GPA, and currently being established by UNODC.

247. The recommendations in this final evaluation report build on the preliminary recommendations, but have been revised based on the review of the final phase of Project activities (e.g., Small Grants Facility) and extensive UN.GIFT stakeholder feedback.

248. UNODC Management, UN.GIFT Steering Committee and UN.GIFT Secretariat have begun implementing recommendations of the preliminary evaluation report. Although a detailed review of responses to interim recommendations is beyond the scope of this document and will be addressed by UNODC and UN.GIFT in their Management Response, the following developments are to be commended:

- i) UN.GIFT and UNODC leadership have made extensive efforts to engage Member States on evaluation findings and recommendations, including consulting with them on the work of UN.GIFT and high priority focus areas for a potential new phase of the Project. To this end, more than 20 bi-lateral consultations were held with representatives of MS through their Permanent Missions in Vienna.
- ii) The UN.GIFT Secretariat has launched a strategic planning process for a potential next phase of UN.GIFT. The organization retained two independent and renowned anti-human trafficking experts to consult with the SC partners on their ideas for the future of UN.GIFT, relating both to the main areas of work and UN.GIFT governance. The process is ongoing, but appears to have strong buy-in from all Steering Committee members and agreement on a number of recommendations on portfolio strategy and governance (e.g., UNODC remaining the host, but more equitable management by moving to a rotating Chair model).
- iii) UN.GIFT Secretariat has provided input into the evolving draft UNODC thematic programme on transnational organized crime, which positions UN.GIFT as the multi-agency response to human trafficking, in distinction to the UNODC AHT criminal justice activities supported by AHTMSU and other UNODC units. The draft also clearly distinguishes between the roles of ICAT and UN.GIFT.
- iv) UN.GIFT Secretariat has focused on ensuring the transfer of knowledge and experience on the Small Grants Facility to UNODC's Manager of the new Voluntary Trust Fund for Victims of Human Trafficking. All materials developed for the SGF call for proposals and evaluation and selection phase have been shared with the Trust Fund trustee, with strong evidence that the Trust Fund will draw on SGF experience and have many similar features.

8.2 Final recommendations

249. In the summary matrix of the executive summary, the recommendations of this evaluation are structured by DAC criteria (relevance, effectiveness, efficiency, impact and sustainability) and an additional ‘governance, management and partnerships’ dimension, with detailed corresponding findings and evidence. In the following section they are grouped in order to highlight relevant areas like governance issues, strategic positioning, Project development and results framework. In addition, some recommendations are related to the continuation of good and best practices like the collection of ‘lessons learned’ and the Virtual Knowledge Hub.

250. **Overall recommendations:** The recommendations below are overall recommendations, which are related to the continuation of the Project with a focus on its core strength as a coordinating body for multi-stakeholder technical cooperation in the field of AHT:

- i) Pending MS consultation and donor funding, UNODC Senior Management and UN.GIFT SC should continue and renew the Project, leveraging its core strengths in order to meet the substantial ongoing need for technical cooperation in the field of AHT (Recommendation 1).
- ii) UN.GIFT SC should maintain its role in networking and technical inter-agency cooperation at the global level (Recommendation 2.1).
- iii) UNODC Senior Management and UN.GIFT SC should ensure that inter-agency cooperation is an explicit objective and is backed by sufficient resources, e.g., funding for bi-monthly SC meetings, partial funding for SC member ‘focal points’ to ensure resourcing for coordination activities (Recommendation 14.2).

251. **Governance:** As was also evident from the extensive stakeholder consultations in July and August 2010, major improvements in terms of governance and stakeholder involvement are a necessary condition for any successful Project extension or new phase of UN.GIFT.

- i) UN.GIFT SC and UNODC Senior Management should adequately consult with MS on the next phase of UN.GIFT as well as identify more effective means of engaging MS on an ongoing basis through exploring the formation of new mechanisms (e.g., an informal advisory group with open membership, regular newsletters, feedback polls, more frequent, regularly scheduled briefings) (Recommendation 16).
- ii) UNODC Senior Management and UN.GIFT SC should continue to increase the equity of participation in UN.GIFT through clear decision-making rules and, potentially, a rotating Steering Committee Chair (Recommendation 20.1).
- iii) UN.GIFT SC should put increased emphasis on leveraging existing expertise and capabilities from other SC members (Recommendation 20.2).

- iv) UN.GIFT SC should review its composition in order to broaden participation and increase external stakeholder involvement by creating an associate member track or involving official observers while maintaining an efficient decision-making structure (Recommendation 17).
- v) UNODC Senior Management should continue to host UN.GIFT but with increased autonomy of the UN.GIFT Secretariat, in line with UN.GIFT's role as a multi-agency AHT platform (Recommendation 19.1).
- vi) UNODC Senior Management should ensure accountability to the UN.GIFT SC and Member States through primary reporting line to the SC on work plans and prioritization, while retaining UNODC's fiduciary financial responsibility and administrative relationship (Recommendation 19.4).

252. Stakeholder communication: Closely related to changes in the governance structure, perceptions of overlapping roles and lack of transparency on responsibilities, suggest the need for clarifying organizational roles and responsibilities and better communicating Project governance and objectives to external and internal audiences:

- i) UNODC Senior Management and UN.GIFT SC should ensure separate branding of UN.GIFT and clear communication within and outside UNODC on UN.GIFT's mandate and role (Recommendation 19.3).
- ii) UNODC Senior Management and UN.GIFT SC should ensure the further clarification of roles and responsibilities of UN.GIFT vis-à-vis other UNODC functions engaged in AHT efforts (Recommendation 19.2).
- iii) UNODC Senior Management, UN.GIFT SC and MS should clarify UN.GIFT's role vis-à-vis ICAT and ensure that these entities can be of benefit to each other. Opportunities for synergy between ICAT and UN.GIFT should be identified and incorporated in their respective strategies, agendas and work plans, with appropriate input from the ICAT membership (Recommendation 3).
- iv) UN.GIFT SC should develop a detailed pro-active stakeholder communication plan on its strategy and activities, with a focus on MS and other relevant stakeholders, including SC members' AHT field staff, government officials engaged in AHT activities and stakeholders like NGOs and private sector partners engaged in AHT (Recommendation 18).

253. Strategic positioning and design principles: The recommendations below relate to the future strategic positioning of the initiative. Most importantly, the critical underlying criteria should be to (a) pursue only those activities that cannot be implemented by any one agency independently or (b) focus on activities where effectiveness and impact are materially enhanced by working in a coordinated fashion with other AHT agencies and stakeholders. While UN.GIFT's original set of

output areas are in line with general AHT priorities, the prioritization of activities should be revised to reflect more focus on capacity building, with visible improvements on the regional and country levels.

- i) UN.GIFT SC should continue its current agenda in terms of broad ‘output areas’, but deliver a much more focused and better targeted set of inter-agency activities, where UN.GIFT has demonstrated success to date or is well-positioned to do so with improved execution. Additionally, the SC should prioritize activities where impact is measurable and a clear need exists for cross-disciplinary, inter-agency efforts (Recommendation 4.1).
- ii) UN.GIFT SC should focus on sustainability in its forward-looking strategy, with a focus on developing multi-year projects and ensuring that budget and staff resources for post-event activities and working groups are built-in to maintain momentum of one-time events (Recommendation 14.1).
- iii) UN.GIFT SC should develop a strategy that features both an agenda for global level inter-agency cooperation, and region-specific agendas tailored to specific needs where local coordination platforms do not exist today (Recommendation 5). The global agenda should feature:
 - Providing an ongoing forum for AHT inter-agency technical cooperation
 - Producing and disseminating multi-agency AHT knowledge products, including serving as a multi-stakeholder AHT knowledge hub
 - Facilitating engagement with civil society and private sector on AHT issues
 - Developing and disseminating multi-disciplinary inter-agency capacity building tools and training programmes
 - Supporting awareness-raising campaigns, with emphasis on more targeted and measurable advocacy efforts
 - Fundraising for inter-agency technical cooperation projects, including the mobilization of resources for victim support and prevention structures
- iv) In response to growing demand, UN.GIFT SC should increase the Project’s level of inter-agency activity at the regional or country level where such inter-agency coordination efforts do not exist today. All of these activities should be guided by an in-depth needs assessment (Recommendation 2.2).
- v) UN.GIFT SC should significantly strengthen the regional dimension of UN.GIFT’s work by ensuring that global inter-agency AHT activities and outputs are designed to be leveraged regionally/locally (Recommendation 13.1).
- vi) UN.GIFT SC should take into consideration the scepticism that accompanies high cost, high-profile events by prioritizing inter-agency activities that can be leveraged at local

levels and utilizing lower cost events with more clearly defined deliverables (Recommendation 10).

- vii) UN.GIFT SC should consider opportunities to drive regional and country-level inter-agency AHT cooperation – e.g., by selecting and partly funding local focal points among existing staff of SC member organisations or holding periodic AHT round tables at regional levels where inter-agency coordination platforms are not in place (Recommendation 13.2).
- viii) UN.GIFT SC should ensure that inter-agency technical assistance geared toward strengthening victim support structures is an integral component of global capacity-building activities and regional and national activities via Joint Programmes (Recommendation 7.2).
- ix) UN.GIFT SC should ensure that fundraising for inter-agency coordination and technical cooperation projects is an integral component of the Project's next phase with an explicit role for all SC members to participate in joint fundraising (Recommendation 8.1).
- x) UN.GIFT SC should strive for a more diversified donor base in a next phase of the Project and engage in joint ongoing fundraising for the Project, including clear fundraising responsibilities for all SC members (Recommendation 15).

254. Learning from good or best practice activities: UN.GIFT featured many innovative activities that have the potential to support learning, particularly if 'lessons learned' or 'lessons for success' are collected, recorded and disseminated. One instance was the Small Grants Facility, which could be considered a successful pilot for the UN Voluntary Trust Fund for Victims of Trafficking. Other examples of innovative projects include partnerships with civil society organisations and private sector companies and the development of the Virtual Knowledge Hub. The recommendations below are related to the continuation and replication of good or best practices, as well as to the transfer of knowledge and lessons learned:

- i) UN.GIFT Secretariat and UN.GIFT SC should maintain and sustain partnerships developed with various AHT stakeholders (Recommendation 20.3).
- ii) UN.GIFT Secretariat should continue to promote the Virtual Knowledge Hub and further expand its functions and features in order to increase AHT coordination and in preparation of an expected increase of posted material and use (Recommendation 6.2).
- iii) UN.GIFT Secretariat should continue to compile lessons learned (Recommendation 11.2).
- iv) UN.GIFT SC should ensure that the lessons learned on UN.GIFT Joint Programmes feed back into strategic planning of future joint AHT activities (Recommendation 4.2).
- v) UNODC should incorporate lessons learned on the Global Report into future bi-annual UNODC reports on TIP (per GPA), investing in a transparent data validation process that

involves consultation with a broader range of AHT agencies and stakeholders (e.g., NGOs, UN field staff), including potentially utilizing the UN.GIFT SC as part of the data validation and peer review process (Recommendation 6.1).

- vi) UN.GIFT SC should review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the upcoming UN Voluntary Trust Fund for Victims of Trafficking in Persons, called for by the GPA, and currently being established by UNODC (Recommendation 7.1).

255. Setting targets and measuring performance: The evaluation has highlighted the importance of clear outputs, outcomes, objectives and corresponding, measurable performance indicators for strengthening impact and ensuring the evaluability of the Project. There was considerable room for improvement in connection with the logical framework of the Project, including the need for baselines and needs assessments at the project development stage. The related recommendations below will be particularly relevant for the pre-implementation planning and target-setting stage for any new phase of UN.GIFT:

- i) UN.GIFT SC should ensure a clear logical framework with distinct and well-defined activities and detailed and measurable impact and operational performance indicators for the next phase of the Project, based on a comprehensive needs assessment (Recommendation 9.1).
- ii) UN.GIFT SC should ensure that the strategy for any subsequent phases of UN.GIFT features guiding principles to inform activity prioritization (e.g., activities that cannot be implemented by any one agency independently) and realistic overall objectives tied to baselines and time-delimited and measurable performance indicators (Recommendation 12.1).
- iii) UN.GIFT SC and UNODC Senior Management should invest resources into base-lining studies to ensure that all inter-agency activities can be properly evaluated and managed (Recommendation 9.2).
- iv) UNODC Senior Management and UN.GIFT Secretariat should establish new activity-level budget and progress tracking processes, with workarounds where needed to overcome the limitations of UNODC financial systems (Recommendation 11.1).
- v) UNODC Senior Management and UN.GIFT SC should establish norms to systematically collect and document outcome level results data on all major activities, including feedback from end-beneficiaries, partners and participants (Recommendation 11.3).
- vi) UN.GIFT Secretariat should ensure that in-kind contributions are tracked and reported in a consistent manner going forward (Recommendation 8.2).

8.3 Detailed level recommendations

256. This final section of the report builds on the recommendations listed in the previous section, but adds an additional layer of detail, with some more specific proposals. While these detailed level recommendations should also be considered in a potential next phase of the initiative, any final decisions related to governance and Project design should be based on a consultative strategic planning process with MS and other Project stakeholders.

257. **Focus on global inter-agency coordination:** As demonstrated by many of its activities, UN.GIFT has a core competency for fostering collaboration through its Steering Committee. UN.GIFT SC should ensure that inter-agency technical AHT cooperation is an explicit objective and is backed by sufficient resources, for example funding for bi-monthly SC meetings and partial funding (e.g., 20-30% of compensation) for SC member “focal point” liaisons to ensure that sufficient attention is given to technical cooperation activities.

258. In order to provide an ongoing forum for inter-agency technical AHT cooperation, funding for monthly working inter-agency meetings and additional cooperation forums and working groups on specific topics, potentially involving AHT agencies outside UN.GIFT SC, will provide a high return on investment and should be continued.

259. **Revise Project governance and clarify roles and responsibilities:** The governance structure will require careful consideration before UN.GIFT is renewed. The evaluation team has based its governance recommendations on stakeholder feedback, current Project experience, and a high-level review of existing UN governance structures and external examples.

260. There are many ‘mechanisms’ whose role is to coordinate or enhance the actions of their member organizations within the UN system. They vary enormously in size and level of formalized mandate and have emerged at different points in time and in different circumstances. Some act as implementing bodies with large levels of programme resources (e.g., UNAIDS), some have the prime purpose of galvanizing action (UN-Oceans). The review included UN inter-agency coordination structures like UNAIDS, UN-Water, UN-Energy, UN-Oceans, UNIAP, Inter-Agency Steering Committee on Humanitarian Assistance (IASC), UN Girls Education Initiative (UNGEI), as well as lessons from other inter-agency initiatives beyond the UN system like Roll Back Malaria and the GAVI Alliance.

261. Best practices learned from prior evaluations of such inter-agency efforts include

- i) A clear vision of the role of the coordination mechanism and what it is trying to achieve, in particular clear and assessable goals, which go beyond the goals of underlying agencies
- ii) Commitment and engagement from members towards the common purpose, including visible buy-in and support from senior agency leadership
- iii) The need for any central unit to have a clear formal mandate accepted by all those being coordinated

- iv) Clear and transparent decision-making structures and processes which allow for joint agenda setting
- v) A requirement that the mechanism must involve more than just the exchange of information between members (i.e., should involve joint activities)
- vi) Clear division of tasks preferably where all those who are being “coordinated” have responsibility for at least one element of delivery

262. **Role of UNODC and the SC.** In light of these governance best practices and extensive stakeholder feedback, the evaluation team recommends that UN.GIFT should pursue a governance structure that maintains the status quo with respect to UNODC’s role as host of UN.GIFT, but with substantial refinements to enhance UN.GIFT’s autonomy through stronger decision-rights for other SC members.

263. Under the recommended approach UNODC would retain administrative responsibility for UN.GIFT’s Secretariat and fiduciary responsibility for Project funds, while SC members would get stronger decision-rights over project activities and the strategic direction, resource allocation and Secretariat staffing. The SC Chair role would rotate among members, including important decision rights for the SC Chair, though not fiduciary responsibility. As the host agency, UNODC would still retain veto power on budget and HR decisions to ensure that all decisions are consistent with UNODC’s mandates and the Trafficking in Persons Protocol.

264. Potential solutions to transform the Steering Committee into a more representative body include increasing external stakeholder involvement by creating an associate member track or involving official observers while maintaining an efficient and lean decision-making structure. Specific steps should involve:

- i) Reviewing the size of UN.GIFT’s Steering Committee, potentially including select organizations already active as implementing agencies of UN.GIFT Joint Programmes or partnerships (e.g., UNIFEM, UNHCR) in order to increase buy-in while still maintaining organizational efficiency
- ii) Inviting non-voting members to consult on UN.GIFT strategy and participate in working groups

265. **Role of Member States:** In order to improve the governance of the Project, an appropriate engagement of MS is needed. As discussed above, a potential next phase of the Project should feature extensive consultation with Member States upfront to ensure that the Project’s next phase adequately addresses Member State needs. In addition, UNODC Senior Management and UN.GIFT Steering Committee should identify more effective means of engaging MS on an ongoing basis, e.g., through:

- i) An informal MS advisory committee with open membership (may also be formalized by including MS representatives on the Steering Committee – e.g., rotational representation by MS regional chairs at UN.GIFT meetings)

- ii) UN.GIFT quarterly MS newsletter
- iii) Bi-annual or annual electronic feedback polls distributed to all MS
- iv) More frequent, regularly scheduled briefings (e.g., quarterly timed to coincide with the newsletter)

266. **Role of the Secretariat:** The UN.GIFT Secretariat should operate with increased autonomy:

- i) Double reporting lines of UN.GIFT Secretariat senior officer to the SC Chair and UNODC manager
- ii) Despite Secretariat staff retaining UNODC contracts as part of the administrative hosting arrangement, sharing of project staff with UNODC should only be possible via formal secondments

267. The exact size and competencies of the Secretariat should be defined as part of the strategic planning process. However, the evaluators recommend maintaining at least a comparable size of the Secretariat (e.g., 5 staff members, as in 2009) and ensuring sufficient AHT technical expertise in order to be able to provide thought leadership and substantive support for future UN.GIFT efforts.

268. Though UN.GIFT should strive for maximal delivery of activities via SC member agencies and external partners, the evaluation team recognizes that certain activities are best delivered with the support of a central team, which also has sufficient AHT expertise, particularly where the development of partnerships and knowledge products are concerned. (e.g., serving as knowledge hub, contact point for private sector and civil society players).

269. Additionally, the Secretariat, as the ‘central unit’ of UN.GIFT will need the capabilities to play the role of strategic planning, project proposal development, project monitoring, standard-setting, and learning/self-assessment.

270. Finally, improved operational and financial management may potentially require an additional staff resource dedicated to the collection of Project feedback, the tracking of operational and financial activity-level data, and stakeholder reporting.

271. **Role of UN.GIFT vis-à-vis ICAT.** In the near term, UN.GIFT SC and MS should clarify UN.GIFT’s technical inter-agency cooperation role vis-à-vis the Inter-Agency Coordination Group against Trafficking in Persons (ICAT) and ensure that there is no duplication of mandates and activities.

272. The evaluation team reviewed a number of potential options for increasing role clarity and synergies between UN.GIFT and ICAT, including the option that ICAT assumes UN.GIFT’s role and activities and options related to some form of structural merger, e.g., with UN.GIFT becoming ICAT’s technical cooperation committee.

273. However, there are significant limitations to options involving structural changes of ICAT. For example, there are legal constraints on linking ICAT and UN.GIFT under UN Rules and Regulations, given the different legal bases and reporting structures of both mechanisms. ICAT is not set up as a Project but as a coordination platform, which has implications for its administration, e.g., it does not have an operational budget or logical framework and UNODC's monitoring and reporting requirements for projects do not apply. Given ICAT's legal status, any substantial decisions and structural or strategic changes would also require a new Member State resolution – likely a lengthy and difficult process given the variety of stakeholders and views on AHT

274. The evaluation team therefore concludes that ICAT is better suited for higher level policy coordination, while UN.GIFT is best positioned for coordination at the technical level.

275. To facilitate decision-making on this point, the evaluators recommend that UNODC, as the host of both ICAT and UN.GIFT, should conduct a survey of the full ICAT membership and MS to better understand stakeholder preferences.

276. If the structural status quo is maintained, this will require a detailed clarification of ICAT and UN.GIFT's roles and responsibilities. In addition, in the absence of a structural merger, a major focus will need to be put on a formalized coordination and exchange between the two bodies in order to make best use of potential synergies and strengthen both mechanisms.

277. Potential opportunities for coordination and collaboration could include

- i) Regular mutual briefings and formal presentations of UN.GIFT activities at ICAT meetings and, potentially, the circulation of UN.GIFT's strategy and work plans to all ICAT members.
- ii) Creating an ICAT members' corner on the UN.GIFT website (i.e., as an element of the Virtual Knowledge Hub), with functionality originally envisioned for an ICAT website (e.g., repository of annual work plans/strategies for all ICAT agencies, discussion forums on coordination best practices).
- iii) A potential role for ICAT members to participate in UN.GIFT SC meetings as non-voting members based on prior application.

278. **Ensure sufficient transparency and communication with all stakeholders:** One major lesson learned relates to the increased need for communication in connection with multi-stakeholder initiatives. Despite the comparably high number of briefings and consultations and a number of additional outreach activities, which are not typical of UNODC projects (e.g., UN.GIFT website, Member State corner on UNODC website, annual reports with output area based financials), stakeholders generally felt the need for more communication and transparency.

279. Beyond increased communication with MS, UNODC Senior Management and UN.GIFT SC should draft a detailed pro-active stakeholder communication plan on its strategy and activities, with a

focus on all relevant stakeholders, including SC member headquarters and field staff involved in AHT activities, and key external AHT stakeholders at the regional and local levels.

280. The communication should also place stronger emphasis on a separate branding for the UN.GIFT Secretariat and activities, as well as a clarification of UN.GIFT's mandate and specific roles within UNODC. In order to position UN.GIFT for greater impact in the future, the new strategic plan should more clearly identify the 'clients' of UN.GIFT's activities (e.g., Member States, AHT agencies, social and private sector partners, victims of trafficking) and link activities as well as communication and outreach efforts to specific indicators for the various client groups.

281. **Improve collection of feedback and other outcome level results data:** UN.GIFT processes should include not only quantitative operational performance indicators, but also capture qualitative lessons learned. The practice of developing lessons learned for key activity areas should be continued. Additionally, UN.GIFT management should ensure the systematic collection and documentation of feedback from end-beneficiaries, partners, and participants for all major activities. Project proposals and activity plans should include explicit plans and criteria for capturing end-user and Project partner feedback (e.g., standardized feedback collection for all working groups, forums, and conference events).

282. **Improve operational and financial tracking:** UNODC and UN.GIFT management should establish new activity-level budget and progress tracking processes. Acknowledging the fact that UNODC's new ERP system will not be in place for another few years, the evaluators encourage the UN.GIFT Secretariat to work with UNODC's Financial Resources and Management Services (FRMS) to find appropriate workarounds. At the very least, the next phase of work should feature internal tracking of budget and timing for all Project activities (e.g., via an excel spreadsheet maintained by UN.GIFT management with quarterly reconciliation to output level budget items in UNODC financial management systems).

283. **Prioritize activities based on needs and strengths:** In any new strategic plan it will be important to position the goals of UN.GIFT to be realistic and in line with UN.GIFT's size and budget relative to other AHT stakeholders. In UN.GIFT's new strategy, a focus should be put on areas of need with a clear prioritization of activities. In line with these principles, UN.GIFT should deliver a much more focused set of inter-agency activities where the Project has demonstrated success to date or is well-positioned to do so with improved execution.

284. Though more specific guidance should be provided by UN.GIFT's strategic planning process, the evaluation team advises that the UN.GIFT SC, with the support of the UN.GIFT Secretariat, should focus the next phase of the Project on the following areas:

- i) ***Producing and disseminating multi-agency AHT knowledge products, including serving as a multi-stakeholder AHT knowledge hub.*** UN.GIFT has demonstrated a comparative advantage in identifying knowledge and research gaps across various AHT dimensions, based on the input of UN.GIFT SC members. UN.GIFT is also well

positioned to serve as a knowledge and data clearinghouse across all AHT disciplines via its website and new Virtual Knowledge Hub. These functions should be continued, with an increased focus on the coordination of inter-agency knowledge agendas, promulgation of standard definitions and methodologies on AHT, and active promotion and dissemination of high-quality inter-agency knowledge products. For the Virtual Knowledge Hub, UN.GIFT should consider

- a) investing more into Hub marketing (including internal marketing to UN.GIFT member agency staff involved in AHT)
 - b) collecting feedback on Hub design and functionality from a panel of AHT professionals (i.e., not just existing visitors)
 - c) expanding Hub functionality to include regional pages (including non-English pages with content from regional UN.GIFT member AHT staff)
 - d) expanding social media interfaces (e.g., Twitter)
 - e) creating value added pages/forums to facilitate inter-agency cooperation (e.g., creating an ICAT members forum).
- ii) ***Facilitating engagement with civil society and private sector on AHT issues.*** UN.GIFT has successfully positioned itself as an effective global point of contact for civil society and private sector stakeholders seeking to engage with the UN on AHT issues. Given the significant investment of time required to seek out and support partnerships with the private sector and civil society and the relatively limited scope of many such partnerships established to date, the UN.GIFT Secretariat should further focus on sharing best practices, creating and maintaining a global donor and partner database, and supporting partnerships with private sector and civil society at the local and regional levels via Joint Programmes – or at the global level, when approached by multi-national corporations – where such partnerships cannot be replicated or supported by a single AHT agency.
- iii) ***Developing and disseminating multi-disciplinary inter-agency capacity building tools and training programmes.*** UN.GIFT has demonstrated a core capability in initiating, funding, and supporting multi-agency working groups that produce capacity-building tools and manuals. The Project has funded many tools that would otherwise have remained in the conceptual phase and furthermore provided substantive cross-disciplinary input into such tools via the UN.GIFT Secretariat. UN.GIFT should continue to play this role while ensuring that products are demand-driven and exploring additional mechanisms for supporting capacity-development at the regional and local levels beyond tools and manuals (e.g., financing capacity building of trainers in each region).
- iv) ***Supporting awareness-raising campaigns, with emphasis on more targeted and measurable advocacy efforts.*** UN.GIFT SC should leverage its wide network of contacts

and the UN.GIFT brand to strengthen efforts to raise public awareness and increase commitment to AHT issues. Awareness-raising for opinion-makers should be conducted at a more regional level, via targeted networking or topic-specific events. Public awareness raising campaigns should be designed with clear baselines and post-campaign measurement budgets to allow for evaluation and efficient deployment of resources. Targeted awareness-raising for vulnerable populations, e.g., refugees and disadvantaged minority groups, is typically better executed at the grass-roots level, but could be an important component of regional and national Joint Programmes.

- v) *Fundraising for inter-agency technical cooperation projects, including the mobilization of resources for victim support and prevention structures.* UN.GIFT should continue acting as a manager of funds that incentivize agencies to overcome structural barriers to collaboration. Building on existing relationships, UN.GIFT is well positioned to serve as a mechanism through which UN agencies can work together to call for increased levels of funding for joint AHT efforts. To enable UN.GIFT to play this role going forward, UN.GIFT Steering Committee should develop a clear fundraising strategy upfront for the next phase of the Project across both public and private sources and, if needed, develop partnerships with external fund-raisers. It will be crucial that all SC members have fundraising responsibilities for joint projects, leveraging the already existing fundraising functions within UNODC and other SC members.

285. **Strengthen regional coordination and design for local leverage:** a higher ‘return on investment’ can be achieved by prioritizing inter-agency activities that can be leveraged at local levels, for example continuing to design toolkits and training manuals that can be customized for use in a variety of regions. One potential approach to significantly strengthen the regional dimension of UN.GIFT’s work, is to partly fund (e.g., 20% of compensation) ongoing local focal points within the existing staff of Steering Member organization, in order to drive inter-agency cooperation at regional or country-levels where such coordination platforms (e.g., UNIAP in South East Asia) are not already in place.

286. The Serbia Joint Programmes is an example of how this co-funding structure can work. Even in those geographies where Joint Programmes are not in place national UN.GIFT focal points embedded into one of the SC member agencies could promote multi-agency and inter-agency cooperation efforts and communication with local and regional stakeholders accordingly.

287. Other potential solutions for increasing UN.GIFT’s impact at the regional level include funding regional inter-agency coordination working groups (e.g., regular quarterly coordination meetings for SC member field staff) and focusing on activities that provide for engagement with existing inter-agency or inter-governmental AHT coordination platforms (e.g., SAARC forum in South Asia).

288. UN.GIFT's Joint Programme activities have substantial promise but UN.GIFT's experience shows that significant investments into stakeholder coordination and fund-raising are needed in order to launch large-scale (i.e., USD 3-5) multi-year joint programmes.

289. In any potential next phase, UN.GIFT should consider rolling out a two tier Joint Programme strategy: (1) continue to support the extension of full-scale joint programmes into new geographies, particularly where government and donor interest is clear upfront and (2) incentivize inter-agency coordination efforts at the country level that fall short of large-scale joint programmes. For the latter option, the approach would focus on providing small-medium sized grants (e.g., USD 50-100k) to innovative inter-agency anti-human trafficking projects at the country level (e.g., the UNODC/UNIFEM joint programme in India). The application would be submitted by country level AHT agency stakeholders and would have coordination as a key element of project design.

290. **Design the Project for sustainability:** UN.GIFT SC should adopt guiding principles that promote greater sustainability at the Project design stage. These principles should include preferences for multi-year inter-agency initiatives; allowing for longer project time frames to build necessary stakeholder buy-in and consensus; engaging in ongoing fundraising – including fundraising partnerships and a greater role for SC; and ensuring that budget and staff resources are built-into follow-on activities to capture momentum of conferences and events.

291. In addition, increasing the leverage of existing structures should be a major focus area in order to increase sustainability and avoid duplication. This means designing activities so that they can best be delivered via SC member organizations and external partners, who already operate in a country or region. In its strategic plan, UN.GIFT should prioritize those products/services that can be leveraged at local levels as opposed to global, single instance delivery. The identification of knowledgeable local focal points and increased communication and exchange with staff and partners at the country level will be a good basis for any needs assessment and prioritization of activities. Building a more sustainable base for the Project should also involve the pursuit more diversified sources of funding in any new Project phase.

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Appendix A – Evaluation TOR

The Terms of Reference of the evaluation will be provided by the Independent Evaluation Unit upon request.

Appendix B – List of persons interviewed

1. India case study interviews

Name	Organization	Title	Date
1. Suruchi Pant 2. Swasti Rana	UNODC	1. Deputy Representative Regional Office for South Asia 2. Project Associate Regional Office for South Asia	04.08.2010
1. Anindit Roy Chowdhury 2. Madhubala Nath	UNIFEM	1. Regional Resource Mobilization Specialist 2. Regional HIV/AIDS Advisor	04.08.2010
Jaidev Bakshi	AEPC	Joint Director	04.08.2010
N.S. Kalsi	Ministry Home Affairs	Joint Secretary General (Centre-State)	06.08.2010
Nishat Chowdhury	IOM	National Project Officer	09.08.2010
Manabendra Mandal	ATSEC, India	President	09.08.2010
Manjula Krishnan	Ministry Rural Development	Chief Economic Advisor	10.08.2010
Ruchira Gupta	Apne Aap Women Worldwide	President	10.08.2010
Sunitha Krishnan	Prajwala	President	12.08.2010
Devesh Chaturvedi	Ministry of Tourism	Additional Director General	17.08.2010

2. Serbia case study interviews

Name	Organization	Title	Date
Sasa Gosic	Ministry of Interior, Serbia	Senior Police Inspector; Ministry Focal Point for the UN.GIFT Joint Programme	29.07.2010
Slobodan Boskovic	Ministry of Justice, Serbia	Assistant Minister	29.07.2010
Mila Muskinja	Ministry of Justice, Serbia	Ministry Focal Point for the UN.GIFT Joint Programme	29.07.2010
Danijela Popovic Rocco	Commissariat for Refugees, Serbia	Assistant to the Commissioner for General and Legal Issues and HR Affairs	29.07.2010
Biljana Zoranovic Avlijas	Ministry of Labour, Employment and Social Policy, Serbia	Representative of Service for Coordination of Protection of Trafficking Victims	30.07.2010
Denise de Hauwere	Government of Belgium	Ambassador of Belgium to Serbia	29.07.2010
Beatrice Meyer	Swiss Agency for Development and Cooperation	Country Director	29.07.2010
1. Biljana Zlatanovic 2. Ivana Stankovic	NGO Praxis (Theatre of the oppressed)	1. SGBV Coordinator 2. Project Coordinator	29.07.2010
1. Jelena Miloradovic	IOM	1. CT Project Assistant	29.07.2010

2. Jovana Mihajlovic		2. JP UN.GIFT Project Manager	
1. Claudia Gioffre 2. Davor Raus	UNODC	1. Consultant, Programme Office in Serbia 2. National Project Officer, Programme Office in Serbia	29.07.2010
Sandra Sljepcevic	NGO Atina	Project Coordinator	30.07.2010
1. Sasa Valadzija 2. Buba Mitrovic 3. Jun Shirato	UNHCR	1. Project Co-ordinator 2. Protection Assistant 3. Senior Protection Officer	30.07.2010
Marija Andjelkovic	NGO ASTRA	President	30.07.2010
Marija Lukic	OSCE, Serbia	National Officer for Human Rights, Democratization Department	05.08.2010

3. Stakeholder interviews in Vienna, Austria and via phone

Name	Organization	Title	Date
Sandeep Chawla	UNODC	Director of Policy Analysis and Public Affairs	16.07.2010
Sheila Coutts	UNODC/UN.GIFT	UN.GIFT Joint Projects Coordinator	16.07.2010
Sandra Kozeschnik	UNODC/UN.GIFT	UN.GIFT Civil Society and Victim Support	16.07.2010
Riika Puttonen	UNODC	Drug Control and Crime Prevention Officer	16.07.2010
Francis Maertens	UNODC	UNODC Deputy Director	16.07.2010
Alexis Taveau	UNODC/UN.GIFT	Associate Crime Prevention Expert	16.07.2010
Narue Shiki	UNODC/UN.GIFT	UN.GIFT Programme Officer	18.07.2010
Cristina Albertin	UNODC	Representative Regional Office for South Asia	19.07.2010
Yatta Dakovah	UNODC/UN.GIFT	UN.GIFT/OED Executive Officer	19.07.2010
Martin Fowke	UNODC	OiC Anti-Human Trafficking and Migrant Smuggling Unit	19.07.2010
Livia Wagner	UNODC/UN.GIFT	UN.GIFT Private Sector Partnership Focal Point	19.07.2010
Johan Weijers	UNODC	Chief of the Co-Financing and Partnership Sections	19.07.2010
Ekaterina Kolykhalova	UNODC	Project Officer	19.07.2010
Fabrizio Sarrica	UNODC	Research Expert on Trafficking in Persons	19.07.2010
Alun Jones	UNODC	Chief of Advocacy Section	19.07.2010
Katsutoshi Ishikawa	Japan Permanent Mission	First Secretary, Permanent Mission	19.07.2010
1. Regina Ruz 2. Elisabeth Lemmerer	Austria Permanent Mission	1. Austrian Foreign Ministry – Head of the International Crime Unit 2. Representative Austria Permanent Mission	19.07.2010

Representative [anonym.]	Egypt Permanent Mission	Representative Permanent Mission	28.07.2010
Mariana Katzarova	OHCHR	Senior Adviser on Human Trafficking	22.07.2010
Mark Shaw	UNODC/UN.GIFT	Officer-in-Charge, Integrated Project and Oversight Branch	22.07.2010
Doris Buddenberg	UNODC/UN.GIFT	Former OiC UN.GIFT and AHTMSU	22.07.2010
1. Adam Davis 2. Cassandra Stuart 3. Carla Menares Bury	USA Permanent Mission and State Department	1. Counsellor, Acting Officer., 2. Program Officer, State Dept. Bureau of International Narcotics Law Enforcement Policy Coordination Office 3. Multilateral Affairs Coordinator, State Dept. Global Office to Monitor and Combat Trafficking in Persons	26.07.2010
Harry MacDonald	UK Permanent Mission	First Secretary, UK Permanent Mission	27.07.2010
1. Asif Hussain Memon 2. Muhammad Usam Iqbal Jadoon	Pakistan Permanent Mission	1. First Secretary 2. Second Secretary	27.07.2010
Thibault Le Pichon	UNODC	Chief, Studies an Threats Analysis Section	27.07.2010
Antonio Maria Costa	UNODC	Former Executive Director	27.07.2010
Evelyn Probst	LEFOE, Organization for Counselling, Education and Support for Migrant Workers	Coordinator IBF	27.07.2010
Maria Grazia Giammarinaro	OSCE	OSCE Special Representative and Coordinator for Combating Trafficking in Human Beings	28.07.2010
Andreas Halbach	IOM	Director IOM in Vienna	28.07.2010
Siria Gastelum Felix	UNODC/UN.GIFT	UN.GIFT Public information Officer / Knowledge Manager	28.07.2010
Erik Frimannslund Brede	Norway Permanent Mission	First Secretary	29.07.2010
1. Mila Francisco Ferrada 2. Ariel W. González 3. William Calvo 4. Eduardo Farias 5. Ralf Arne Mirus 6. Sandra Noriega Urizar	GRULAC – Group of Latin America and Caribbean (Chile, Argentina, Costa Rica, Brazil, Nicaragua, Guatemala)	1. Third Secretary, Chile Permanent Mission; Chair GRULAC 2. Counsellor, Permanent Mission of Argentina 3. Minister Counsellor, Permanent Mission of Costa Rica 4. Minister Counsellor, Permanent Mission of Brazil 5. Permanent Mission of Nicaragua 6. Permanent Mission of Guatemala	29.07.2010

John Sandage	UNODC	Officer-in-Charge of Division for Treaty Affairs, Chief of Organized Crime & Illicit Trafficking Branch	29.07.2010
Ursula Wynhoven	UN Global Compact	Head of Policy & Legal	29.07.2010
Matthew Taylor	Department of Justice Canada	Counsel, Criminal Law Policy Section	29.07.2010
Dennis Cole	Canada Permanent Mission	First Secretary (Migration Integrity Officer, Canadian Border Services Agency)	30.07.2010
1. Suranga Algewatte 2. Satya Rodrigo 3. Jeanne Mrad 4. Spica Tutuhatumewa 5. Bacharee Puengpak 6. Patcharamon Siriwatana 7. Nawaf Al Rujajib 8. Mariel Algabre 9. Yerden Nurgaliyer 10. Mohamed Ghaniei 11. Shen Qinmin	Asia Group (Sri Lanka, Lebanon, Indonesia, Thailand, Kuwait, Philippines, Kazakhstan, Iran, China)	1. Second Secretary, Permanent Mission of Sri Lanka 2. Counsellor, Permanent Mission of Sri Lanka 3. First Secretary, Permanent Mission of Lebanon 4. First Secretary, Permanent Mission of Indonesia 5. First Secretary, Permanent Mission of Thailand 6. Second Secretary, Permanent Mission of Thailand 7. Representative, Permanent Mission of Kuwait 8. Minister, Permanent Mission of Philippines 9. Representative, Permanent Mission of Kazakhstan 10. First Secretary, Permanent Mission of Iran 11. Second Secretary, Permanent Mission of China	30.07.2010
Pierre Lapaque	UNODC	Chief Implementation Support Section, Organized Crime and Illicit Trafficking Branch	30.07.2010
Susu Thatun	UNICEF	Child Protection Specialist - Migration and Trafficking	02.08.2010
1. Steve Chalke 2. Ruth Dearneley	Stop the Traffik	1. Founder Stop the Traffik, special advisor to UN.GIFT on community involvement; 2. CEO Stop the Traffik	02.08.2010
Chris Schroeder	Qatar Airways	Head of CSR	02.08.2010
Wim Bontinck	Belgium Federal Judiciary Police	Head of THB Police UNIT	02.08.2010
Abhijit Halder	India Permanent Mission	Counsellor, Embassy of India	03.08.2010
Valery Turcey	France Permanent Mission	Counsellor (Legal)	03.08.2010
Simon Mamouney	Australia Permanent Mission	Third Secretary, Australia Permanent Mission	03.08.2010

Jeffrey Avina	UNODC/UN.GIFT	Former Director of UN.GIFT	04.08.2010
Knut Brattvik	INTERPOL	Criminal Intelligence Officer	04.08.2010
Simon Pearce	UAE/Abu Dhabi	Director of Strategic Communications	05.08.2010
Marcel ven den Heuvel	UNODC/UN.GIFT	Former Manager of UN.GIFT	05.08.2010
Simone Monasebian	UNODC	Representative of New York Liaison Office	05.08.2010
Francesca Friz-Prguda	UNHCR	Senior Liaison Officer	06.08.2010
Faridoun Hemani	LINX Productions	Director	06.08.2010
1. Hans van de Glind 2. Beate Andrees	ILO	1. Senior Technical Specialist, IPEC Project to Combat Forced Labour 2. Senior Policy Officer	09.08.2010
Daniel Slack-Smith	UAE/Abu Dhabi	Donor representative	10.08.2010
Martin Chungong	IPU	Director, Division for the Promotion of Democracy	10.08.2010
Aleya El Bindari Hammad	End Trafficking Now	Founder	10.08.2010
Kristiina Kangaspunta	UNODC	Former UNODC staff	13.08.2010
Caroline Hames	Global Alliance Against Trafficking in Women (GAATW)	Advocacy Officer	17.08.2010
Jonathan Martens	IOM	Counter-Trafficking Specialist	18.08.2010
Gary Lewis	UNODC	Representative Regional Centre for East Asia and the Pacific	23.08.2010
Troels Vester	UNODC/UN.GIFT	Regional Crime Prevention Advisor; Former UN.GIFT staff	25.08.2010
Michael Jandl	UNODC/UN.GIFT	Research Expert	26.08.2010

Appendix C – Evaluation interview guide sample

Qualitative Interview Guide for Member States

Interviewee information
Name
Member State
Level of engagement with UN.GIFT
Date of Interview
Interviewers
Location of interview
Key takeaways / insights <i>(To be completed at the end of the interview)</i>
Key areas to probe with the interviewee <i>(Completed in advance of the interview)</i>

1. What key questions would you like to see addressed by this evaluation?

2. How would you characterize the overall value of UN.GIFT to global efforts to fight and prevent human trafficking?
- What, if any, specific UN.GIFT products, publications or activities have you found to be useful? Why?
 - What, if any, specific UN.GIFT products, publications or activities have you found to be less useful? Why?
 - In what ways would you like to see UN.GIFT strengthen its overall approach to combating human trafficking?
 - Is the UN.GIFT in line with the priority areas for technical assistance identified by Member States? If yes, what are these? If not, what priority areas are they not meeting?

3. How effectively has UN.GIFT developed partnerships with other key stakeholders in the fight against trafficking?
- How effectively has UN.GIFT engaged with Member states? What are some suggestions for how they can improve their approach to engaging with member states? Through what specific mechanisms would you suggest that UN.GIFT engage with Member States?
 - Do you feel Member States are equipped to provide high quality guidance to UN.GIFT? If yes, why, and if not, why not?
 - How would you rate the UN.GIFT's supply of information to Member States? How has this evolved over time?
 - How effectively has UN.GIFT engaged with other stakeholders (e.g., other international institutions, civil society, private sector)?
 - Overall, do you believe that UN.GIFT has the right mix of partners currently? How should this mix of partners evolve in the future?

4. We would like to discuss the governance arrangements. Specifically, to what extent have the Project's governance arrangements been conducive to effective Project implementation?
- What lessons can be drawn from UN.GIFT governance structure?
 - How would you rate the effectiveness of UN.GIFT?

5. Overall, do you believe that UN.GIFT should be continued?
- If yes, what elements should stay the same?
 - What should be done differently?
 - What criteria would you use to prioritize where UN.GIFT should focus in the future?
 - On the basis of these criteria, what specific areas (objectives or outputs) would you suggest that UN.GIFT focus on?

Appendix D – Evaluation survey sample

UN.GIFT Stakeholder Evaluation - MEMBER STATES

1. Introduction and Instructions

Welcome to the UN.GIFT Evaluation Survey for Member States.

This survey has been designed to be completed in approximately 45 minutes. All multiple choice questions require a response and allow for the respondent to answer "N/A" or "Don't know". Once completed, please ensure that the box marked "Done" is selected to submit your responses.

All information collected during the evaluation process will be treated confidentially. Information from respondents will only be presented in aggregate (e.g. number of respondents, summary of responses, anonymous presentation of qualitative comments).

The purpose of this survey is to provide inputs into an evaluation of UN.GIFT, conducted by Dalberg Global Development Advisors, in association with the UNODC Independent Evaluation Unit.

The Independent Evaluation Unit (IEU) ensures that the evaluation process is carried out according to the norms and standards set by UNEG, carries out quality assurance functions and is present during specific missions. It also ensures a participatory and transparent evaluation process, while safeguarding the independence of this evaluation during all key stages.

Thank you very much in advance for your contributions. In case of comments or questions, please do not hesitate to contact the Independent Evaluation Unit (IEU) or the Dalberg Evaluation Team at un.gift@dalberg.com

Sincerely,

Independent Evaluation Unit (IEU)
United Nations Office on Drugs and Crime

2. UNGIFT Evaluation Survey for Member States

In this section, we would like to collect information regarding the Member State on behalf of which you are responding.

* 1. Please complete the following demographic information:

Country Name	<input type="text"/>
Your Name	<input type="text"/>
Your Title	<input type="text"/>

* 2. To what extent has your Government been involved with UN.GIFT over the period March 2007 – June 2010?

Don't know
 Not involved
 Little involvement
 Some involvement
 Very involved

Please provide a brief description of your involvement with UN.GIFT

* 3. Does your Government currently fund other global anti-human trafficking initiatives?

Don't know
 Yes
 No

If yes, please specify

* 4. To what extent does your Government prioritize efforts to combat trafficking in persons:

	N/A	Little to no importance	Somewhat important	Important	Very important
• on the national level?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• on the international level?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 5. Please indicate whether this prioritization has changed over the period March 2007 – June 2010.**

N/A
 Lower priority placed on trafficking
 No change
 Higher priority placed on trafficking
 Much higher priority placed on trafficking

*** 6. There are a growing number of efforts to address the problem of trafficking in persons. However, there are several challenges that Governments and other organizations encounter in their efforts. Listed below are some of these challenges.**

Based on your experience, please rate how significantly these challenges hindered international efforts to combat trafficking in persons over the period 2007 – 2010.

	N/A	Not significantly	Somewhat significantly	Significantly	Very significantly
• Lack of general awareness of human trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of data and empirical evidence on human trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of political commitment by UN Member States to counter human trafficking and implement the Trafficking in Persons Protocol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of capacity of UN Member States to counter human trafficking and implement the Trafficking in Persons Protocol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of resources to implement the action required to combat trafficking at the international, regional and national level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of a forum or multi-stakeholder mechanism through which to assess the REGIONAL trafficking situation and to promote REGIONAL action against trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of a forum or multi-stakeholder mechanism through which to assess the GLOBAL trafficking situation and to promote GLOBAL action against trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Lack of a forum or multi-stakeholder mechanism through which to assess the impact of trafficking on victims of trafficking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 7. In your opinion, please rate the extent to which the following broadly described forms of exploitation have received the appropriate level of attention from global efforts to combat trafficking in persons.**

	Don't know	Too little attention	Too much attention	Adequate level of attention	Very good level of attention
• Sex trafficking (including exploiting prostitution of others and other forms of sexual exploitation such as pornography, sexually-oriented performances and sex tourism)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Trafficking for non-commercial sex purposes (including early marriage, forced or servile marriage, arranged marriage, compensation marriage, transactional marriage, temporary marriage and marriage for childbearing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Labour trafficking (including domestic servitude, sweatshop or agricultural or construction labour, and enforced enrolment in an armed force)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="text"/>				

The overall aim of the Global Initiative to Fight Human Trafficking (UN.GIFT) is to prevent trafficking in persons and reduce the number of trafficked persons worldwide. In this section, we would like you to respond to questions specifically pertaining to UN.GIFT.

8. What, if any, unique contributions can be or are being made by UN.GIFT to further the collective response to combat trafficking in persons? Please be specific in your response.

*** 9. Are there areas where UN.GIFT activities are redundant in relation to the activities of other entities?**

Don't know
 Yes
 No

Please describe specific examples that may exist

*** 10. Did your Government participate any of the regional events addressing different geographic and thematic challenges of trafficking in persons which took place in Uganda, Brazil, Thailand, South Africa, India, Cote d'Ivoire, Lithuania, Turkey, Egypt, and Kyrgyzstan during 2007 and 2008 leading up to the Vienna Forum?**

If yes, how useful did you find this event(s)?

<input type="radio"/> Don't know
<input type="radio"/> No, did not attend
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

*** 11. Did a representative from your Government attend the Vienna Forum to Fight Human Trafficking on 13-15 February 2008?**

If yes, how useful did they find this conference?

<input type="radio"/> Don't know
<input type="radio"/> No, did not attend
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

If yes, please describe any sessions you found particularly useful

<input type="text"/>

*** 12. Have you read (partially or completely) The Global Report on Trafficking in Persons published in 2009?**

If yes, how useful did you find this report?

<input type="radio"/> Don't know
<input type="radio"/> No, did not read
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

If yes, please list any aspects of this report that were viewed as particularly useful

<input type="text"/>

*** 13. Are you aware of public service announcements published by UN.GIFT on human trafficking?**

If yes, how useful do you believe they have been in raising awareness within the general public?

<input type="radio"/> Don't know
<input type="radio"/> No, not aware
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

*** 14. Are you aware of the UN.GIFT website?**

If yes, how useful do you find the information contained on this website?

<input type="radio"/> Don't know
<input type="radio"/> No, not aware
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

*** 15. Has your Government used any of the capacity building tools developed by UN.GIFT?**

If so, how useful did they find these tools?

<input type="radio"/> Don't know	
<input type="radio"/> No, have not used	
<input type="radio"/> Yes; Not useful	
<input type="radio"/> Yes; Somewhat useful	
<input type="radio"/> Yes; Useful	
<input type="radio"/> Yes; Very useful	
If yes, please list any that were viewed as particularly useful	
<input type="text"/>	<input type="text"/>

*** 16. Is your country participating in a joint programme organized by UN.GIFT?**

If yes, how useful do you believe this partnership will be?

<input type="radio"/> Don't know
<input type="radio"/> No, not participating
<input type="radio"/> Yes; Not useful
<input type="radio"/> Yes; Somewhat useful
<input type="radio"/> Yes; Useful
<input type="radio"/> Yes; Very useful

*** 17. Are you aware of the small grants facility aimed at providing funding to NGOs focused on the fight to combat trafficking in persons?**

If yes, how transparent do you find the objectives and process for this programme?

<input type="radio"/> Don't know
<input type="radio"/> No, not aware
<input type="radio"/> Yes; Not transparent
<input type="radio"/> Yes; Somewhat transparent
<input type="radio"/> Yes; Transparent
<input type="radio"/> Yes; Very transparent

*** 18. Has your country received technical assistance (including training programmes) organized or run by UN.GIFT?**

If yes, how useful did you find this assistance?

Don't know

No, have not received

Yes; Not useful

Yes; Somewhat useful

Yes; Useful

Yes; Very useful

*** 19. How in line are the technical assistance programmes of UN.GIFT with your priority areas of need?**

N/A

Not in line

Somewhat in line

In line

Very much in line

Please briefly explain

In this section, we would like you to provide your views on the performance of UN.GIFT from March 2007 - June 2010.

*** 20. Based on your experience, how would you rate the effectiveness of UN.GIFT at the following areas?**

	N/A	Not effective	Somewhat effective	Effective	Very effective
• Increasing awareness of human trafficking	<input type="radio"/>				
• Providing data and empirical evidence on human trafficking	<input type="radio"/>				
• Increasing political commitment and capacity of Member States to counter human trafficking and implement the Trafficking in Persons Protocol	<input type="radio"/>				
• Mobilizing resources to implement the action required to combat trafficking at the international, regional and national level	<input type="radio"/>				
• Organizing global conferences to assess the global trafficking situation and to promote global action against trafficking	<input type="radio"/>				
• Increasing support to victims of trafficking through NGOs and service providers	<input type="radio"/>				

*** 21. In your opinion, has UN.GIFT been cost effective in the pursuit of its objectives?**

N/A

Not cost effective

Somewhat cost effective

Cost effective

Very cost effective

22. In your opinion, what were the most important achievements of UN.GIFT from March 2007 - June 2010?

23. Were there any major roles / activities that UN.GIFT should have done or did not do well enough from March 2007 - June 2010?

*** 24. In your opinion, has UN.GIFT's approach and activities been sufficiently gender inclusive?**

- Don't know
- Not inclusive
- Somewhat inclusive
- Inclusive
- Significantly inclusive
- Very inclusive

Please briefly explain

*** 25. How successful has UN.GIFT been at influencing the global movement to combat trafficking in persons from March 2007 - June 2010?**

- Don't know
- Not successful at all
- Somewhat successful
- Successful
- Very successful

*** 26. In your opinion, how strong is the UN.GIFT brand and its association with the global movement to combat trafficking in persons?**

- Don't know
- Not strong
- Somewhat strong
- Strong
- Very strong

*** 27. Do you believe that UN.GIFT should continue beyond its initial work plan which is currently scheduled to end in 2010?**

- Don't know
- Definitely no
- Potentially no
- Potentially yes
- Definitely yes

Please briefly explain

*** 28. If UN.GIFT were to continue, how much emphasis should UN.GIFT place on each of the following activities in the future?**

	N/A	No emphasis	Some emphasis	Significant emphasis	Very strong emphasis
• Increasing awareness of human trafficking	<input type="radio"/>				
• Providing data and evidence on Trafficking in Persons	<input type="radio"/>				
• Increasing political commitment and capacity of Member States to counter human trafficking and implement the Trafficking in Persons Protocol	<input type="radio"/>				
• Providing direct assistance to Governments on policy development	<input type="radio"/>				
• Mobilizing resources to implement the action required to combat trafficking at the international, regional and national level	<input type="radio"/>				
• Organizing global conferences to assess the global trafficking situation and to promote global action against trafficking	<input type="radio"/>				
• Increasing support to victims of trafficking through NGOs and service providers	<input type="radio"/>				
Other (please specify)	<input type="text"/>				

*** 29. At inception, how satisfied were you with the level of consultation with Member States regarding the design of UN.GIFT?**

N/A
 Too little consultation
 Too much consultation
 Acceptable level of consultation
 Very good level of consultation

Please briefly explain

*** 30. At present, how satisfied are you with the level of consultation between Member States and UN.GIFT?**

N/A
 Too little consultation
 Too much consultation
 Acceptable level of consultation
 Very good level of consultation

Please briefly explain any concrete steps UN.GIFT could take to enhance cooperation with Member States

*** 31. In your opinion, how transparent are the management and governance structures of UN.GIFT?**

N/A
 Not transparent
 Somewhat transparent
 Transparent
 Very transparent

Please briefly explain

32. Please add any additional comments you would like to share.

Thank you very much for your support of the independent evaluation of UN.GIFT. Your responses are very much appreciated and will be kept confidential.

PLEASE PRESS THE "DONE" LINK BELOW TO SUBMIT YOUR RESPONSES.

In case of comments or questions, please do not hesitate to contact the Independent Evaluation Unit (IEU) of the Dalberg Evaluation Team at un.gift@dalberg.com

Sincerely,
 Independent Evaluation Unit (IEU)
 United Nations Office on Drugs and Crime

Appendix E – Mission schedule (Serbia)

UN.GIFT Independent Evaluation Belgrade, Serbia, 29 July – 30 July 2010

Evaluation Mission Dalberg Global Development Advisors and Independent Evaluation Unit (IEU)

Thursday, 29 July 2010

Ministry of Interior: Mr. Sasa Gosic

Ministry of Justice: Mr. Slobodan Boskovic and Ms. Mila Muskinja

Belgium Embassy to Serbia: Ms. Denise de Hauwere

Swiss Agency for Development and Cooperation: Ms. Beatrice Meyer

Commissariat for Refugees: Ms. Danijela Popovic-Rocco,

NGO Praxis (Theatre of the oppressed): Ms. Biljana Zlatanovic and Ms. Ivana Stankovic

IOM: Ms. Jovana Mihajlovic and Ms. Jelena Miloradovic

UNODC/UN.GIFT: Ms. Claudia Gioffre and Mr. Davor Raus

Friday, 30 July 2010

NGO Atina: Ms. Sandra Sljepcevic

UNHCR: Mr. Sasa Valadzija, Ms. Buba Mitrovic and Ms. Jun Shirato

Service for Coordination of Protection of Trafficking Victims (Ministry of Labour, Employment and Social Policy): Ms. Biljana Zoranovic Avlijas

NGO ASTRA: Ms. Marija Andjelkovic

Monday, 5 August 2010

OSCE Serbia (Telecon): Ms. Marija Lukic

Appendix F – Mission schedule (India)

**UN.GIFT Independent Evaluation
New Delhi, India, 4-6 August 2010**

**Evaluation Mission
Dalberg Global Development Advisors**

Wednesday, 4 August 2010

UNODC ROSA: Ms. Suruchi Pant and Ms. Swasti Rana

UNIFEM: Mr. Anindit Roy Chowdhury and Ms. Madhubala Nath

AEPC: Mr. Jaidev Bakshi

Friday, 6 August 2010

Ministry Home Affairs: Dr. N.S. Kalsi

Monday, 9 August 2010

IOM (Telecon): Ms. Nishat Chowdhury

ATSEC India (Telecon): Mr. Manabendra Mandal

Tuesday, 10 August 2010

Ministry Rural Development (Telecon): Ms. Manjula Krishnan

Apne Aap Women Worldwide (Telecon): Ms. Ruchira Gupta

Thursday, 12 August 2010

Prajwala (Telecon): Ms. Sunitha Krishnan

Wednesday, 17 August 2010

Ministry Tourism (Telecon): Mr. Devesh Chaturvedi

Appendix G – UN.GIFT documents consulted

Document Name	Type	Date
Project Document	Management	Mar-07
Project Logframe	Management	Mar-07
Project Revision	Management	Dec-07
Project Revision	Management	Mar-09
Project Revision	Management	Dec-09
Project Revision	Management	Feb-10
Steering Committee Terms of Reference (original)	Management	2007
Annual Progress Reports	Management	2007-2009
Quarterly Progress Reports	Management	2007-2010
Decisions of the UNODC Executive Committee on UN.GIFT	Management	2007-2010
Results of the UN.GIFT survey	Management	2009
Compendium of inter-governmental resolutions and reports on UN.GIFT	UN Decisions	2007-2009
Regional Meetings Reports: Brazil, Uganda, Cote D'Ivoire, India and Thailand	Report	2007
The Vienna Forum Report: A Way Forward to Combat Trafficking	Report	2008
An Introduction to Human Trafficking: Vulnerability, Impact and Action. Background Paper	Publication	2008
Human Trafficking: An Overview	Publication	2008
Multi-Agency Synopsis of Mandates and Research Activities Related to Combating Human Trafficking	Publication	2008
Combating Trafficking in Persons: A Handbook for Parliamentarians	Publication	2009
Global Report on Trafficking in Persons	Publication	2009
Trafficking in Persons; Analysis on Europe	Publication	2009
Training material on human trafficking for the private sector	Publication	2010
Joint Project documents (General, Bolivia-Agentian, Burundi, Central Asia, Egypt, Pakistan, Serbia).	Management	2009-2010
Discussion paper on UN.GIFT's governance	Management	2009
UN.GIFT Strategy	Management	2009
UN.GIFT Membership and working arrangements	Management	2009
Paper on UN.GIFT and ICAT	Management	2010
TORs and PHF for all UN.GIFT core staff and for staff embedded in other divisions	Management	2007-2010
UN.GIFT structure organigrams	Management	2007-2010
<u>UN.GIFT Expert Group Initiatives (EGI)</u>		
Combating forced labour: A handbook for employers and business (UN.GIFT/ILO)	UN.GIFT EGI	2008
Training manual to fight trafficking in children for labour, sexual and other forms of exploitation (UN.GIFT/ILO/UNICEF) (Large documents)	UN.GIFT EGI	2009
Guiding Principles on Memoranda of Understanding Between Key Stakeholders and Law Enforcement Agencies on Counter-Trafficking Cooperation (UN.GIFT/IOM)	UN.GIFT EGI	2009
Caring for Trafficked Persons: Guidance for Health Providers (UN.GIFT/IOM) (Large document, 232 pages)	UN.GIFT EGI	2009

Model Law Against Trafficking in Persons (UN.GIFT/UNODC)	UN.GIFT EGI	2009
Anti-Human Trafficking Manual for Criminal Justice Practitioners (UN.GIFT/UNODC)	UN.GIFT EGI	2009
First Aid Kit for Use by Law Enforcement Responders in Addressing Human Trafficking	UN.GIFT EGI	2009
Needs assessment toolkit on the criminal justice response to human trafficking	UN.GIFT EGI	2010
Analysis of the business and socio-economic causes of trafficking in persons (UN.GIFT/OSCE)	UN.GIFT EGI	2010
<u>Other capacity building tools and awareness raising material</u>		
UN.GIFT Public Service Announcements	PSA	2008
Vienna Forum Clip	Video	2008
UN.GIFT CNN Vignettes on human trafficking and business	PSA	2009
UN.GIFT Start Freedom Educational Material for Youth	Web material	2009
UNODC/UN.GIFT MP3 tool with key encounter messages addressing victims	MP3 tool	2010
UN.GIFT BBC Working Lives Series	Documentary	2010
i-Phone app. Awareness raising tool on human trafficking for young people	App.	2010
Provisional Project and Final Report: Study Exchange Drehscheibe-WOTCLEF-NAPTIP held in December 2008	Report	
A promising practice for protecting child victims of trafficking: Drehscheibe Augarten in Vienna	Publication	2010
<u>Strategy and work planning documents</u>		
UN.GIFT Steering Committee Meeting Summaries	Management	2007-10
Anti-Human Trafficking and Migrant Smuggling Unit (AHTMSU) and the Future of the Global Initiative to Fight Human Trafficking (UN.GIFT)	Management	2008
UN.GIFT Quarterly Financial Statements	Management	2007-2010
UN.GIFT Work Plan 2007-2009	Management	2007-2009
UN.GIFT Work and Monitoring Plan 2009	Management	2009
UN.GIFT Work and Monitoring Plan 2010	Management	2010
UN.GIFT Progress Update 2008	Management	2008
UN.GIFT Progress Update 2009	Management	2009
Study on the impact of the internet on trafficking in persons	Research	2010
Private sector survey	Report	2009
UN.GIFT Budget per field segment	Management	2010
<u>Capacity building, mobilization background documents</u>		
Background paper for the General Assembly Thematic Debate	Report	2008
Final Summary of the General Assembly Thematic Debate 2008	Report	2008
Final Summary of the General Assembly Thematic Debate 2009	Report	2009
Background paper of the Secretary-General on Improving the Coordination of Efforts on Trafficking in Persons	Report	2009
A Global Plan of Action - possible goals and elements	Report	2010
Private sector documents (concept notes, agreements, Excel sheets, background information, private sector survey)	Activities	2009-2010
VITA documents (Presentation, concept note)	Activities	2009-2010
Draft General TOR for Joint Project development	Management	2008
Joint Projects background note for Steering Committee	Report	2008

UN.GIFT Joint Programming note May 08	Report	2008
UNDG Presentation on Joint Projects	Guidance	2006
Concept note Small Grants Facility	Concept note	2010
Guidelines for Call for Proposals/ Small Grants Facility	Guidelines	2010
Annex I Template for Full Project Proposal/ Small Grants Facility	Internal Tool	2010
Annex II Interim Report Small Grants Facility	Internal Tool	2010
Annex III Final Report Small Grants Facility	Internal Tool	2010
Administrative check template for proposals received under the SGF	Internal Tool	2010
Evaluation table for proposals SGF	Internal Tool	2010
Final list of proposals funded through the SGF	Internal Tool	2010
Evaluation Table used in meeting of Board of Experts SGF	Internal Tool	2010
Study exchange follow up proposal Nigeria	Concept note	2009
CSO Questionnaire sent to NGO participants of UN.GIFT Regional Events	Internal Tool	2010
Information on funding of participation at the Vienna Forum	Guidelines	2007
Challenges in HT - International Federation of the Red Cross on UN.GIFT	Letter to UNODC	2007
CSO Questionnaire for the regional events	Internal Tool	2007-08
CSO Questionnaire responses for New Delhi / SARC	Internal	2008
Summary of private sector partnerships	Internal	2010
Vienna Forum - ACV Invoice	Internal	2010
Vienna Forum - link to standards cost manual 2008	Internal	2010
Vienna Forum Costs_24Aug2010	Internal	2010
Sponsored Vienna Forum Participants	Internal	2010
Consolidated list Vienna Forum sessions	Internal	2010
<u>Information for the India desk review</u>		
Delhi Declaration: Statement of Intent which was an outcome of the UN.GIFT Conference in 2007.	India	2007
India Country Report: This was developed under the Project in 2008 and released at the World Congress III on Sexual Exploitation of Children and Adolescents in Brazil.	India	2008
Code of Conduct for Safe and Honourable Tourism: Launched recently by the Ministry of Tourism.	India	2010
Project Annual Report	India	2007
Project Annual Report	India	2008
Project Annual Report	India	2009
GLOS83 India Project Revision	India	2010
<u>Information for the Serbia desk review</u>		
Questionnaire on the National Responses to Trafficking in Persons	Serbia	2007
Questionnaire on the National Responses to Trafficking in Persons	Serbia	2008
Presentation on national measures to suppressing trafficking in persons in Serbia	Serbia	2009
Presentation on the Serbia Joint Project	Serbia	2010
Minutes of inter-agency meeting on joint Project development	Serbia	2008
Meeting report on the development of the joint Project	Serbia	2009
Terms of reference for the joint Project consultant	Serbia	2008
Meeting of stakeholders on the Serbia joint Project	Serbia	2008
ASTRA comments to UNODC	Serbia	2009

ASTRA SOS Hotline and Direct Victim Assistance 2008 Statistics	Serbia	2008
ATINA factsheet	Serbia	2009
Meeting with State Secretaries and donor roundtable March 2009	Serbia	2009
<u>Lessons learned log</u>		
UN.GIFT Steering Committee lessons learned log	Internal	2010
UN.GIFT Joint Projects lessons learned log	Internal	2010
UN.GIFT Vienna Forum lessons learned log	Internal	2010
UN.GIFT Private sector lessons learned log	Internal	2010
UN.GIFT VITA Tool lessons learned log	Internal	2010
UN.GIFT Civil society lessons learned log	Internal	2010
UN.GIFT Advocacy lessons learned log	Internal	2010
<u>Final Narrative Reports SC Partners on EGIs and Research</u>		
Combating Forced Labour: A Handbook for Employers and Business (ILO)	Report	2009
Training Manual to Fight Trafficking in Children for Labour, Sexual and Other Forms of Exploitation (ILO-UNICEF)	Report	2009
Guiding Principles on Memoranda of Understanding between Key Stakeholders and Law Enforcement Agencies on Counter-Trafficking Cooperation (IOM)	Report	2009
Caring for Trafficked Persons: Guidance for Health Providers (IOM)	Report	2009
Analysis of the business and socio-economic causes of trafficking in persons (OSCE)	Report	2010
Cairo Research Report (IOM)	Report	2008
<u>Other documents</u>		
Concept note on the UN Multi-agency compendium	Internal	2010
Concept note on the virtual knowledge hub	Internal	2010
Media statistics for the UN.GIFT website	Internal	2010
Media statistics for the launch of the Global Report on Trafficking in Persons	Internal	2010
Concept note on the Gulu Project	Internal	2009
Serbia National Plan of Action to Combat Trafficking in Human Beings, 2009-2011	Serbia	2009
Shelter Proposals SGF		
Manama Declaration	Report	2009
TOR Film Forum	Internal	2007
Invitation Exhibition domestic servitude VIC	Invitation	2009
Invitation Exhibition domestic servitude Geneva	Invitation	2010
Luxor-Business Leaders Award Concept note	Internal	2010
Bahrain - Human Trafficking at the Crossroads Report	Report	2009
Concept Paper for study on Internet-related trafficking	Internal	2010
UNODC Regional Events Summary	Internal	2007
Public Private Partnerships - A critical tool in combating human trafficking	Report	2008
List of Non-State Parties to UNTOC and Protocols	Internal	2010
UN.GIFT website statistics	Internal	2010
<u>Detailed financial information by year and region</u>		
Financial Summaries (2007-2010)	Report	2007-2010
Progress Report (March 2007-June 2010)	Report	2010

Report to the Conference of States Parties to the UNTOC	Report	2010
UN.GIFT Research Budget	Internal	2010
Regional financial authorizations (consolidated)	Internal	2010
Detailed UN.GIFT funding figures	Internal	2010
Global Regional Breakdown of Expenses	Internal	2010
Regional event costs	Internal	2010
<u>Media & Communications</u>		
Media Report Linx (April 2008)	Report	2008
Media Report Linx (September 2008)	Report	2008
Post-Vienna Forum Media Relations	Report	2008
CNN Media Report	Report	2010
Summary UN.GIFT communication strategy briefings and outreach	Internal	2007
Communications_strategy AS 051007	Internal	2007
UN.GIFT Phase 1 PR Plan	Internal	2007
Communication concept note handover	Internal	2009
UN.GIFT MS corner on the UNODC website	Internal	2010
<u>Documents on ICAT</u>		
Report of the #1 inter-agency coordination Meeting Tokyo (September 2006)	Report	2006
Report of the #3 inter-agency coordination meeting in NY (November 2007)	Report	2007
Report of the inter-agency coordination meeting (April 2009)	Report	2009
Report of the inter-agency coordination meeting (March 2010)	Report	2010
Annex 1 BACKGROUND ICAT April 2009	Report	2009
Main ECOSOC and UN GA Resolutions related to ICAT	Internal	2010

Appendix H – External documents consulted

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