



EVALUATION BRIEF

Final Independent In-depth Evaluation of the Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT)

Final Independent In-depth Evaluation

Region: Global; implemented across 13 countries: Belarus, Brazil, Colombia, Egypt, the Kyrgyz Republic, Lao PDR, Mali, Morocco, Nepal, Niger, Pakistan, South Africa, and Ukraine.

Duration: 15 July 2015 to 30 September 2019

Donors: EU (USD 11,061,947) and UNODC and partners (USD 1,106,166)

Implementing partners: IOM and UNICEF

Evaluation team: Ms. Eva Otero, Lead Evaluator and Ms. Shivaun Scanlan, Thematic Expert and with the inputs of Ms. Joy Ezeilo, Senior Advisor.

Full report:

https://www.unodc.org/unodc/en/evaluation/reports_year_2019.html

BACKGROUND AND CONTEXT

The Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT) was a joint initiative by the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC). It is implemented by the UNODC Human Trafficking and Smuggling of Migrants Section (HTMSS) in partnership with the International Organization for Migration (IOM) and the United Nations Children's Fund (UNICEF).

GLO.ACT aims to provide assistance to governmental authorities and civil society organizations to prevent and address trafficking in persons (TIP) and the smuggling of migrants (SOM) across 13 countries: Belarus, Brazil, Colombia, Egypt, the Kyrgyz Republic, Lao PDR, Mali, Morocco, Nepal, Niger, Pakistan, South Africa, and Ukraine.

EVALUATION METHODOLOGY

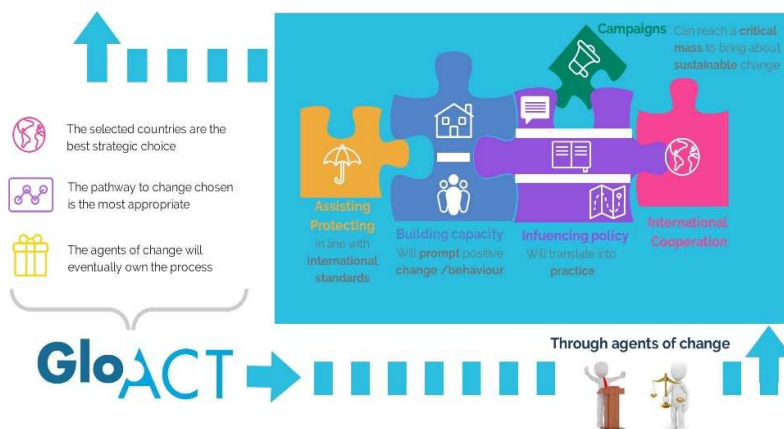
The final independent evaluation was undertaken, using a participatory, inclusive, mixed methods and gender-sensitive evaluation approach. The purpose of the evaluation was to assess GLO.ACT achievements using the OECD/Development Assistance Committee (DAC) criteria in order to derive lessons learned as well as best practices for the next phase (GLO.ACT Asia and the Middle East¹ and GLO.ACT Bangladesh²) as well as for future project planning in the area of TIP and SOM. The evaluators triangulated findings emerging from various tools and methods (desk review, interviews, surveys and workshops).

Seven of the 13 GLO.ACT countries were visited and 315 people were consulted (48% women).

MAIN FINDINGS

The evaluation found that GLO.ACT has contributed to **many positive transformations** in tackling TIP and SOM and assisting victims and vulnerable migrants across countries. Most significantly it has **influenced** laws and policies and **built the capacity of key stakeholders** and partner organisations.

REDUCING TIP/SOM AND ASSISTING/PROTECTING VICTIMS & VULNERABLE MIGRANTS



In terms of **relevance**, the main needs related to TIP and SOM identified by the countries have generally been tackled by GLO.ACT. The project has further shone light onto sensitive topics which have made it more relevant.

The process of **designing** GLO.ACT, that is, deciding what was going to be done, why and where, did not end when the project agreement was concluded. In some countries, this resulted in the implementation phase being reduced, increasing the pressure for delivery of activities and meant that the design of national theories of change (ToCs) was

¹ <https://www.unodc.org/unodc/en/human-trafficking/glo-act2/index.html>

² <https://www.unodc.org/unodc/en/human-trafficking/glo-act3/index.html>



never completed, which has had effects throughout the project.

The **implementation** pace of GLO.ACT has been satisfactory and the technical quality of the activities has been high. However, to capture effectively how they contributed to change, **monitoring tools** should have adapted to the national ToCs.

Institutional issues relating to **financial management** hampered the management of the project *in certain instances during the implementation cycle* as the team had only limited access to real-time reliable financial information. Even so, the **delivery rate** was very high.

GLO.ACT has been managed by a dynamic, professional and very **committed team**. The management model has been based on the placement of National Project Officers (NPOs) in almost all project countries which has proven to be extremely successful. However, not all NPOs have had the same level of support from UNODC and national partners nor expertise, which has had an impact on the success of GLO.ACT.

GLO.ACT has established **successful partnerships** with multiple actors, in particular with national agencies. In principle, the project was implemented in partnership with IOM and UNICEF but this partnership did not fully materialise in all countries.

The GLO.ACT team were committed to integrating **gender and Human Rights** into the project and in fact many positive examples were found. However, the project would have benefited from a clearer plan to mainstream gender and Human Rights.

MAIN LESSONS LEARNED

The **main added value** of UNODC vis a vis other agencies stems from the legitimacy and expertise related to its normative work and its role as the guardians of the United Nations Convention against Transnational Organized Crime (UNTOC) and its Protocols.

Working with a **national ToC** would help understanding and capturing the connection between the work of GLO.ACT and its effects, as well as ensuring a victim-centred focus at all times.

Some **countries implement at a different pace** for reasons outside the control of a project. This should have been acknowledged and integrated realistically in the project.

Sustainability depends largely on the degree to which two key actors remain involved in addressing TIP and SOM beyond GLO.ACT. They are a) a guardian of the UNTOC, ideally the UNODC Country Office; and b) a national agency leading the process.

MAIN BEST PRACTICES

GLO.ACT has **reached** where it was needed, going beyond the capital cities, sometimes in remote areas.

Some countries have clearly **integrated GLO.ACT into the UNODC Country Strategy** and/or their national strategies, showing a high level of ownership.

UNODC, through the project, has often used the convening power of UN to bring **civil society actors** to the table.

The project often developed **multi-disciplinary training**, using local trainers and ensuring representation of victims' needs. There was an excellent **flow of information between Vienna and the NPOs** using informal channels and a warm management style.

RECOMMENDATIONS*

1. **Design:** GLO.ACT management should expand the content of preliminary assessments to inform the design of future interventions at the national level. Gaps and needs assessment should include analyses on gender and human rights, stakeholders and UNODC setting in the country.
2. **Theory of Change (ToC):** GLO.ACT management needs to develop and use a theory of change planning approach to complement future project logframes at the national level. GLO.ACT management should further enhance its monitoring tools to relate to national ToCs, further differentiating impact monitoring from process monitoring.
3. **Project management, including financial monitoring and staffing capacity:** GLO.ACT management is encouraged to improve financial monitoring of future projects, as well as establish more support and training opportunities for staff, especially NPOs, including a revision of tasks for strengthened motivation and capacity.
4. **Partnerships:** GLO.ACT management is encouraged to develop closer coordination with and develop partnerships between organisations providing assistance to victims and criminal justice actors. This includes strengthened coordination with IOM and UNICEF in all relevant countries, ensuring complementarity of efforts.
5. **Gender and human rights:** GLO.ACT management should include a clearer plan on gender mainstreaming and human rights considerations in future projects.

*For full recommendations see report



UNODC

United Nations Office on Drugs and Crime

Independent Evaluation Section

unodc-ies@un.org

<http://www.unodc.org/unodc/en/evaluation/index.html>

