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**Support to the National Secretariat of Justice for
improving the implementation of the National
Policy to Fight Human Trafficking**

BRAX63

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This evaluation report was prepared by an evaluation team consisting of Mrs. Clarice Zilberman Knijnik, external evaluator. The Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the IEU web site: <http://www.unodc.org/unodc/en/evaluation/evaluation.html>

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LIST OF ABBREVIATIONS AND ACRONYMS

ABC/MRE - Brazilian Agency for Cooperation of the Ministry of External Relations
ANVISA - National Sanitary Surveillance Agency
CONATRAP - National Council to Counteract Human Trafficking
DICOR - Directorate to Combat Organized Crime
DEJUS - Department of Justice, Rating, Titles and Qualification
FPD - Federal Police Department
ETP – Counteracting Human Trafficking
FHPD -Federal Highway Police Department
FPO- Federal Prosecutor’s Office
ICMPD – International Centre for Migration Policy Development
MJ -Ministry of Justice
MPU- Public Ministry of Brazil
NCJ- National Council of Justice
NSHR- National Secretariat of Human Rights
NSJ- National Secretariat of Justice/MJ
I PNETP- The First Brazilian National Plan to Counteract Human Trafficking
II PNETP- The Second Brazilian National Plan to Counteract Human Trafficking
PRONASCI - National Programme on Security with Citizenship
SCJ - Supreme Court of Justice
SENASP – National Secretariat for Public Security
SPM – Secretariat for Policy to Women
STJ – Supreme Court of Justice
TIP - Counteracting Human Trafficking
UNODC - United Nations Office on Drugs and Crime
UNHCR- United Nations High Commissioner for Refugees
UNTOC - United Nations Convention against Transnational Organized Crime

EXECUTIVE SUMMARY

Context

Over the past few years the importance of combating human trafficking in Brazil has become evident, especially due to the implementation of a national policy for such initiatives and to the achievement of commitments to the Brazilian and international communities.

The purpose of the mid-term evaluation of project BRAX63: “Support to the National Secretariat of Justice for improving the implementation of the National Policy to Fight Human Trafficking” is to evaluate the results achieved after 18 months of project implementation and present the lessons learned, best practices and recommendations. BRAX63 was begun on February 22, 2012, and scheduled to be implemented over 36 months with a budget of USD 3,375,000. The project is planned to strengthen actions to counter human trafficking taken by the National Secretariat of Justice (NSJ) of the Ministry of Justice (MJ).

The project is aligned with the overall strategy of the United Nations Office on Drugs and Crime (UNODC) and the UN Convention against Transnational Organized Crime (UNTOC). Since 2001, Brazil and UNODC have established technical collaboration to fight human trafficking, through Project FS/BRA/01/R18 and Project BRA/06/S25, which are designed to strengthen the NSJ of the MJ, thus supporting the federal government in the formulation of policy in the field, and in particular the First National Plan to Fight Human Trafficking (PNETP).

Major Findings

Project BRAX63 is being implemented as part of efforts to strengthen the National Policy for Confronting Human Trafficking and supports government actions such as: studies and research; new instruments and mechanisms; the national network for countering Trafficking in Persons (TIP); management structures for the sector and cross sector management of national TIP policy; manuals and training proposals; an institutional model for monitoring and evaluation; the development of a methodology and system to collect data and information on TIP; as well as the proposal of changes to national legislation concerning TIP to meet national and international commitments. This project thus attended the three strategies guiding government actions to confront TIP: prevention; accountability and criminalization; as well as the provision of care to victims of human trafficking.

BRAX63 was designed to strengthen the ability of the NSJ to counter human trafficking, to meet the increasing demands on the MJ created by the issue in Brazil, in accordance with the priorities proposed for the implementation of the Second National Plan to Counteract Trafficking in Persons (II PNETP).. During preparation of the project, no baseline was prepared for monitoring and evaluation, and annual targets for the achievement of outcomes were not defined. The project was developed because more information was still needed in Brazil regarding TIP. Most research in the country related to TIP has been done since 2000. The NSJ, along with two other federal

secretariats, has been monitoring and evaluating the II PNETP. Project BRAX63 has contributed to developing a methodology, system design and indicators for the national plan (PNETP).

After 18 months of implementation, interviews have indicated that the project has a suitable design in terms of its funding; logical framework; orientation to development outcomes; cooperative management structure; fund management; and the cooperation between partners. There was no need to revise the logical framework because the resources are well-suited to the studies, seminars and consultations that have been conducted. The arrangement for fund management proposed by UNODC and NSJ has proven to be effective as indicated by the federal auditing agency (CGU); and the proposed coordination structure has proven to be effective for implementation of the cooperation, according to interviews and the results obtained.

The project is in line with the National Policy to Counter TIP, which was approved in 2006 by decree and with guidelines and orientations adopted in February 2013 with the publication of II PNETP (2013-2016). Therefore, the project is also highly relevant for meeting the Brazilian government's needs to address problems related to counteracting human trafficking and comply with the Palermo Convention and Protocol, which were ratified by the Brazilian government. All of the project outcomes are focused on strengthening the capacities of the NSJ/MJ and on improving knowledge about the issue in accordance with the priorities determined by the Brazilian government, with the technical cooperation of UNODC.

The outcomes of this project are designed to support capacity building for the NSJ/MJ and 17 other ministries, including the Secretariat of Policies for Women of the Presidency of the Republic, the Secretariat of Human Rights of the Presidency of the Republic, the Office of the Chief of Staff of the Presidency of the Republic, partners at other government levels and civil society representatives, to help them conduct actions under the National Policy to Counter TIP through the promotion of data, information, research and training.

It is important to note that the project implementation and management have developed a coordinating structure that is suitable for implementing the cooperation agreements, and have strong institutional support from NSJ. Consultations have been held at costs that are appropriate for the national market and in a timely manner, providing high quality contributions to the project theme, according to interviews. However, there have been slight delays in the implementation of the initial planning of BRAX63, and consequently a certain reduction in disbursements compared with what was planned for the project implementation over 18 months. Such a delay is commonly found in Brazilian projects in strategic areas that involve processes and issues of great social and political sensitivity and that require a high level of political and technical coordination.

The initial budget was US\$ 3.375 million, for implementation through February 2015, but only US\$ 1.815 million has been earmarked for implementation of BRAX63, while the total amount disbursed over 18 months was US\$ 548,000. This is due to difficulties identified by interviews, such as lengthy and complex consultation and validation processes; lengthy joint approval processes for Terms of References; changes of personnel at UNODC and NSJ; and lengthy processes for selection of consultants. These reductions in the annual disbursements and implementation delays indicate lower than expected efficiency. In light of these delays, in July 2013 UNODC and NSJ proposed a new implementation schedule, considering the planned conclusion for implementation of the project in February 2015. Therefore, the efficiency of the project can be considered to be moderately satisfactory, considering the efforts made by the NSJ to overcome the situation of reduced technical personnel, the complexity of decision-making processes and other factors external to the project, such as the government's decision to make general curtailment in its he previously approved budget.

This project relied on partnerships and cooperation with national experts, institutions and professionals, and on the experience and expertise of UNODC to address the issue of human trafficking. During the project, partnerships were established or strengthened with national and international institutions for addressing the themes of the project, for instance, in the Letters of Agreement with the International Centre for Migration Policy Development (ICMPD) and some non-governmental organizations (NGOs) such as Reporter Brasil. The project has established partnerships and cooperation with the Inter-Ministerial Group for Monitoring and Evaluation of the II PNETP, which is composed of 17 ministries. BRAX63 has directly supported the Tripartite Commission established under the National Policy for Countering TIP, and the NSJ/MJ in mobilizing networks of actors and partners. A relevant partnership was established by the project with the Brazilian media in 2013 to support launching of the Blue Heart Campaign in Brazil. The project can be considered a facilitator of partnerships and cooperation and, as such, it has promoted better coordination and networking among national and international organizations.

The activities and products proposed under this project are designed to support and respect the structures, studies and processes created to implement the National Policy to Counter TIP and the II PNETP. They are backed by forums that include the participation of partner institutions for the inter-sectorial and transversal execution of the policy. Brazilian authorities and UNODC staff interviewed indicated the suitability, quality and utility of the products and results obtained with support from the project to increase government actions on the issue, such as: studies and research that can generate new instruments and mechanisms; structuring of the national network of TIP; and manuals and training proposals. UNODC has been collaborating with the NSJ/MJ in all activities regarding the proposal of concepts, capacity building, systems, processes and routines, as well as changes to Brazilian legislation concerning TIP. The organizational bases for the management of the national policy have been provided by the project and a common methodology was consolidated for data and information collection for all relevant partners and players. The project implemented an improved information system, which is capable of providing proposals and monitoring and evaluating Brazil's national policy and the PNETP, maintaining joint action among 17 ministries and numerous governmental and non-governmental partners such as: the Ministry of Education; the Ministry of Health and the National Secretariat of Human Rights.

The project has been making major contributions to medium- and long-term actions that directly affect the capacity building of partners and players and has outlined actions dedicated to the collective construction of a conceptual and ethical framework; promoting awareness raising and the provision of content to law enforcement agencies, media professionals and civil society regarding the proper use of norms, guidelines, routines and protocols; and the national and international legislation on TIP. According to interviews, certain outcomes have been achieved after 18 months and the expected short-term effects of the project will help achieve the development objective in the coming years. The achievement of this long-term objective, however, will also depend on the continued involvement of different public and private actors, and on concerted actions with other government bodies and the continuation of programs that are not directly implemented by NSJ/MJ.

If current budgetary and organizational conditions at NSJ remain the same, and are based on the previous analyses, it is likely that the short term results and outcomes to be reached upon the complete implementation of the project will be highly sustainable over the following years. To insure sustainability, it is important to guarantee the provision of additional technical resources so that TIP continues to be a national political priority. Regarding the sustainability of achieved

benefits and effects, the interviews conducted allow affirming that it is highly likely that the Brazilian government will continue to expand these efforts. It can be affirmed that the project has contributed to the future achievement of the immediate objective in synergy with other programs of the NSJ/MJ and the Brazilian government.

It is worth noting that funding for federal programs for fiscal year 2014 may be restricted, as began in the second half of 2013. In this context, there will be some reductions in funds allocated for technical cooperation. This situation is currently being analysed by the NSJ and UNODC to allow revision of the work plan through the completion of the project, including any adjustments that may be deemed necessary by the Brazilian government.

Project BRAX63 has been evaluated as having high relevance, a high degree of efficacy and a lower degree of efficiency; as being highly likely to achieve its expected short and medium-term effects. The project's impacts and the sustainability of its results are likely to be achieved as long as the NSJ grants the resources necessary to support technical, administrative and financial operations and coordination with partners that are strategic for national policy issues and the corresponding implementation of the plan's targets for countering human trafficking.

The main recommendations of this mid-term evaluation should be for NSJ and UNODC to reduce the funding and activities initially planned for the project, to enable the complete use of already allocated funds, and completion of the activities approved for the conclusion of the project by the end of 2014, as indicated by decisions of the Brazilian authorities. To implement the new work plan for 2014, the NSJ should continue increasing the pace of the execution of project actions by increasing the technical resources allocated to the project and reducing the timeframes for the hiring and product-approval processes.

The main lessons learned that have been identified are that projects involving different political-administrative players and partners and that demand a strong synergy between players for their implementation must count on an initial period dedicated exclusively to this coordination and require more than the 3 years proposed. An initial design that defines the project's activities to articulate the various players and the process for preparing terms of reference for bidding processes in the first year, would reduce the chance of delay during periods of political and institutional change, leading to permanent progression by the project.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings¹	Evidence (sources that substantiate findings)	Recommendations²
Key recommendations		
1. There is a lack of baseline information and reliable updated statistics. It is thus difficult to measure impact and achievements.	During desk review and interviews for this evaluation reliable information and updated statistics on human trafficking facts and policy were not available.	It is recommended to UNODC and the NSJ that future projects make provisions for baseline surveys at the beginning of the implementation phase to establish a source for measuring results and impact.
2. Since the second semester of 2013, Brazilian government operations in general and the project in particular have been subject to a curtailment of budget resources, causing delays in implementation. It is highly likely that this situation will continue in fiscal year 2014.	During desk review and interviews for this evaluation, a substantial deceleration in the pace of implementation was noticed, due to budget reductions for the project. Experience in other projects in periods of budgetary curtailment indicate that this causes substantial delays for the full implementation of the cooperation.	It is recommended that the NSJ and UNODC review the work plan for 2014, and the date for project completion. This review should emphasize reducing project funds, considering notices of national budgetary curtailment for 2014 and a new presidential administration in January 2015.
Important recommendations		
1. Project Management – reduced number of human resources in place to support the required pace of project implementation for 3 years.	During desk review and interviews, regarding the pace of implementation, it was possible to identify a lack of human resources in place in DEJUS/SNJ.	It is recommended that the NSJ increase the number of human resources appointed and made operational for the project by March, 2014 to support the required pace of project execution.
2. Bureaucracy – overly complicated procedures for bidding processes and letters of agreement hinder project implementation.	Desk review and interviews identified that delays occurred in bidding processes due to bureaucratic procedures determined by national legislation and the specialized requirements for the qualifications of consultants to be engaged.	It is recommended that the NSJ and UNODC should review the procedures for bidding processes for hiring consultants under international technical assistance projects.
3. Difficulty in accessing information concerning the initiatives for countering human trafficking in Brazil (absence of an updated diagnostic study such as the PESTRAF conducted in Brazil for	During desk review for this evaluation, it was difficult to develop an overview of the problem in Brazil due to the lack of information available for recent years and disseminated in the NSJ website	It is recommended that the NSJ/UNODC continue encouraging studies to diagnose and map the extent of this problem in Brazil. Studies should also provide specific knowledge to NSJ and other

¹ A finding uses evidence from data collection to allow for a factual statement.

² Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.

<p>comparison with the last one, performed in 2002)</p>	<p>(quantitative and qualitative). The project supported the diagnosis of studies executed from 2006 to 2012.</p>	<p>institutions concerning: prevention; suppression of trafficking and prosecution of its perpetrators; and care to victims.</p>
<p>4. Lack of a baseline and of a monitoring process for goals and outcomes throughout project implementation</p>	<p>During desk review and interviews for this evaluation, it was difficult to develop an overview of the future impacts of the project due to the lack of a baseline and the absence of monitoring results regarding the progress of indicators of outcomes in project progress reports</p>	<p>It is recommended that the NSJ and UNODC propose a monitoring plan to be implemented, a baseline, and target goals to be obtained yearly. A plan to evaluate project impact for the following five years should also be proposed, to be implemented by the NSJ, by the end of 2014.</p>
<p>5. Project completion by the end of 2014 (February 2015), without extension of the implementation term and with a budget reduction, will require, in October 2013, a revision of the activities expected to be carried out in 2014 with support from the project.</p>	<p>During desk review and interviews, it was possible to verify that manuals and studies will be published; articulation with bordering nations will be promoted; and training courses will be offered in 2014.</p>	<p>It is recommended that the NSJ and UNODC agree on activities to be undertaken by the NSJ until the end of 2014 that are identified as strategic actions for the impact and future sustainability of cooperative initiatives in capacity building; dissemination of information; studies; and continued support to the National TIP Network.</p>

I. INTRODUCTION

Background and Context

The Project BRAX63, “Support to the National Secretariat of Justice for improving the implementation of the National Policy to Counter Human Trafficking” began on February 22, 2012, and was scheduled to last 36 months with a budget of USD 3.375 million. The project was designed to strengthen actions to combat human trafficking taken by the National Secretariat of Justice (NSJ) of the Ministry of Justice (MJ), by undertaking initiatives and interventions as recommended by the UN Additional Protocol to the Palermo Convention.

The project is aligned with the overall strategy of the United Nations United Nations Office on Drugs and Crime (UNODC) and the UN Convention against Transnational Organized Crime (UNTOC). The widespread and internationally applied concept of human trafficking is that presented in the Additional Protocol to the UN Convention against Transnational Organized Crime to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, known as the Palermo Protocol. Brazil ratified the Palermo Protocol in 2004.

Since 2001, Brazil and UNODC have collaborated technically to fight human trafficking, through project FS/BRA/01/R18 and AD/BRA/05/S25. These projects developed a baseline and consolidate knowledge through studies and were designed to improve the country’s institutional capacity to deal with the domestic and international trafficking of persons and related human rights violations. With the completion of project S25, the National Secretariat of Justice proposed a new technical cooperation project with UNODC, (BRAX63), to expand efforts to counter human trafficking in Brazil, and promote greater cooperation with bordering countries in this regard.

Between 2006 and 2010, Brazil’s First National Plan to Fight Human Trafficking (PNETP) was gradually implemented. In 2010 and 2011, II PNETP was prepared, covering initiatives to meet the needs identified in I Plan. On April 2013, the II PNETP was published, encompassing five operating lines and 115 goals to be achieved between 2013 and 2016. Among the actions proposed in the PNETP, emphasis was given to the institutional structure of the sector for the implementation of the national policy and plans, through the creation of entities designed to support shared management with other ministries, due to the cross-sectoral nature of TIP. Proposals were also made for reviews of national legislation concerning TIP to allow Brazil to meet national and international commitments.

Project BRAX63 takes place in the context of strengthening the National Policy to Counter TIP and the implementation of II PNETP, and is designed to support government actions that require input from studies and research, thus generating: new instruments and mechanisms; better structure of the national network of TIP centres and stations; preparation of manuals and training proposals; the design of an institutional management model for planning, monitoring and evaluation; and the promotion of a methodology and system to collect data and information on

TIP. The project's lines of operation were planned considering the three strategies that guide government actions related to TIP: prevention; accountability and criminalization; and care for victims of human trafficking.

To achieve its objectives, the project focuses on attaining the following results:

- (a) Institutional management of the national policy for human trafficking developed, implemented and evaluated;
- (b) A specific information and data collection system implemented;
- (c) Training of actors involved in the actions to counteract human trafficking strengthened;
- (d) The Network to Combat Human Trafficking strengthened; and
- (e) Mechanisms for preventing human trafficking strengthened.

The aim of the mid-term evaluation of BRAX63 is to evaluate the results achieved after 18 months of project implementation. Due to the amount of resources and the implementation period, this project requires an independent mid-term evaluation, under the Cooperation Agreement between UNODC and NSJ/MJ.

The evaluation focused on the first year and a half of implementation, which was assessed according to the evaluation criteria for design, relevance, efficiency, effectiveness, impact and sustainability, as well as lessons learned and best practices.

Evaluation Methodology

The evaluation considers relevant international standards, including the UNODC Independent Evaluation Unit (IEU) Evaluation Policy and Guidelines and the United Nations Evaluation Group's (UNEG) Norms and Standards.

The mid-term evaluation was conducted under the supervision of UNODC/Vienna, with the support of the Liaison and Partnership Office in Brazil (LOBRA), the UNODC, and the SNJ. The mid-term evaluation was conducted by an Independent Consultant.

In accordance with the Terms of Reference in Annex I, the purpose of the mid-term evaluation was to: (i) assess the quality of the project's concept and design; (ii) assess the effectiveness of the project, verifying the achievement of planned objectives regarding the mobilization and management of resources (budget, inputs and activities); (iii) assess project results, either positive or negative, derived from its implementation; (iv) identify lessons learned and best practices of the project to propose future policies and planning; and (v) propose specific recommendations for management and monitoring actions by UNODC and NSJ to maintain or improve support for the project.

Documentation was continuously collected during the evaluation process. Background documents were collected by the UNODC Liaison and Partnership Office in Brazil and the Ministry of Justice and shared with the evaluator. These include the mandates, national strategies, and project documents, monitoring and reporting documents (e.g. baseline data; progress reports; mission reports and minutes of meetings). This data and documentation were obtained and collected, providing the basis for the evaluation.

The evaluator made a desk review of all data and information obtained at the beginning of the evaluation; identified with the project manager the main stakeholders to be interviewed; and established the evaluation strategy for interviewing the stakeholders most relevant to the implementation of the project.

Interviews with approximately 20 authorities, consultants and staff from NSJ/MJ; HDS/Pr; WPS/Pr; UNODC; and ABC/MRE were conducted in Brazil by the evaluator. The selection of persons interviewed was agreed upon with UNODC and NSJ/MJ according to the individuals' relevance, knowledge and participation in the implementation of the project. Additionally, people from 03 institutions that are beneficiaries of the projects' outcomes were interviewed. The evaluator participated in a II PNETP monitoring meeting with partners from 17 ministries involved in the implementation of the national plan. Every interview and meeting was scheduled by the UNODC office and by NSJ during the first month of consulting, after the presentation of the Inception Report.

As indicated, different sources of information were used to insure the triangulation of data and that the data was relevant, credible and reliable for the evaluation process. The data collection process involved: (i) multiple data collection methods (triangulation); (ii) monitoring data produced by the project by: NSJ, UNODC and ABC; (iii) and the use of available data such as secondary data produced by NSJ, universities or other institutions or UNODC. Considering the project's pre-existing conditions, the following data collection instruments were used in the mid-term evaluation (i) desk review; (ii) questionnaires; (iii) interviews; and (iv) meetings.

The data analysis involved the organization and classification of the information collected and its summarization and comparison with other relevant information to identify pertinent issues as oriented by the evaluation questions and fulfils the purposes of the evaluation. The Evaluation Matrix developed was an effective tool for the systematization of the information. It allowed identifying relations among different components, different sources of data, observations and reports and verifying that the project's objectives, outcomes and outputs were attained. This systematic information analysis process established the basis for the generation of conclusions, the identification of lessons learned, and the development of the recommendations of the project's mid-term evaluation process. Some of the information and data collected was submit to quantitative and qualitative analyses and, in some cases, these methods were combined. Due to the nature of the theme, much of the analysis was a synthesis of all the sources of information used, thus allowing the crossing of information from different sources (a triangulation process).

Regarding the main limitations to the evaluation, it was possible to identify that (i) a baseline for the project document was not established, and is considered to be non-existent, which became a limitation to the mid-term evaluation, considering the time available; (ii) in the project's original design, activities were not proposed that had the purpose of suggesting performance indicators and a system for monitoring and evaluating the results and impact of the project implementation; (iii) throughout the implementation of the project there were changes in the project's management and staff at the NSJ and UNODC.

II. EVALUATION FINDINGS

Design

The Project was designed to produce knowledge and build technical and institutional capacity at the NSJ, in accordance with the priorities and guidelines presented in the assessment report of the I PNETP and in NSJ/MJ's proposed actions for the implementation of the II PNETP. As a result, the project design considered the operational lines of II PNETP to set strategic foci for its implementation

BRAX63 was designed to strengthen the capacities of the NSJ to counter human trafficking, through a range of specific outcomes and activities, to meet the increasing demands on the MJ and for the issue in Brazil. The project was negotiated in President Dilma Rousseff's first term (2011-2014). The implementation period coincided with this term, ensuring better possibilities for maintenance of the agreed design, policy priorities, and a permanent allocation of resources.

The project designed in 2011 was only signed in January 2012 with completion planned for January 2015, with a federal government investment of USD 3,375,750. UNODC collaborated intensively with the secretariat to propose the cooperation project.

The proposed objectives and outcomes of the project were defined considering the guidelines presented in the national plan. In terms of the indicators in the Logical Framework to be monitored, there was no change in those selected, and no revisions were made in the baseline used to support the final assessment, regarding the identification of impacts achieved and the contribution of project outcomes to positive developments to the problem. However, it should be noted that the NSJ, along with two other federal secretariats, has been monitoring and evaluating the II PNETP and the project outcomes have contributed to this process. BRAX63 established a baseline and a methodology for monitoring and evaluating implementation of Brazilian policy on the theme.

Regarding the design of monitoring and evaluation for the project, this has been performed for each activity and its respective output, through a process consisting of periodic meetings and follow-up reports prepared by UNODC and the NSJ, as called for in the initial design. Project monitoring has also been conducted using ABC's SIGAP system. The project design also included a Monitoring Matrix but did not provide: a description of responsibilities, annual goals, and suggested frequency for providing the data needed to achieve project Outcomes. The project has been monitoring its outputs by using consultants in a systematic and permanent manner.

The current stage of project implementation allows evaluating some indicators, but others depend on continued project implementation and on-going initiatives by the Secretariat. Regarding the means of verification indicated in the Logical Framework, they can be easily obtained by the project coordinators, and are available at DEJUS/NSJ or on the MJ website.

The desired Outcomes are described in the Project Document and Logical Framework, but they are not accompanied by proposed quantitative and or qualitative indicators, which are critical for a final assessment and an analysis of the project's effects and expected impacts.

Another important point is that the proposed 36-month implementation period would allow the full implementation of cooperation during the administration of President Rousseff. However, as noted, the initial design did not consider the time required for and the complexity of the decision-making process shared by NSJ and other actors, such as the Inter-ministerial Group for Monitoring and Evaluation of II PNETP (which includes 17 ministries) and the National Tripartite Coordination (and ministries), as well as representatives of the National TIP Network (which includes nuclei and Advanced Service Centres).

The proposal to have the NSJ be the central actor in the project allowed the experience it accumulated in cooperation with UNODC to be shared with different partners in the MJ. The project has been performed in partnership with UNODC and ABC, allowing significant advances in terms of administrative, technical and financial resources related to the implementation of technical cooperation. In this sense, the design of institutional arrangements for project management have proved the initial proposal to be adequate.

Respondents at NSJ emphasized the importance of the fact that cooperation and consultancies have been promoted with joint participation of the Brazilian government and UNODC, and this indicated the substantial contributions from cooperating with UNODC, a United Nations agency specialized in the theme of TIP

Although not formally constituted, a Project Management Group is operating,, composed of the focal points of cooperation in DEJUS and UNODC, and has proven to be an effective arrangement for project management. Formal project management conducted periodically over the past 18 months has allowed the establishment of guidelines and a review of work plans,. However, whenever requested by the NSJ or UNODC, meetings have been held to accompany the project. The tripartite meetings included in project arrangements with the participation of NSJ, ABC, and UNODC have shown to be positive by providing clarifications and agreements on operational issues of the project.

After 18 months of implementation, it is possible to determine that the project has a suitable design in terms of: resource allocation; logical framework; orientation to development outcomes; cooperation management structure; fund management; and cooperation between partners. There has been no need to revise the logical framework; resources are well-suited to the studies, seminars and consultations conducted; the proposed arrangement for fund management by UNODC and NSJ has proven to be effective; and the proposed coordination structure has proven effective for implementation of the cooperation, even though there have been significant delays in implementation and disbursements.

BRAX63 presented a proposal for cooperation with: clarity of purpose; objectives based on a diagnosis of deficiencies identified in PNETP I; institutional appropriateness; and that is suitable to the needs of the relevant partners. The project design clearly identified the problems, difficulties and challenges to handling the issue by the NSJ, and the staff of the secretariat and UNODC proposed a framework for cooperation, which comprised initiatives for the development of national capacities and support for national policies and international commitments on the subject.

Therefore, the high quality of the its design has allowed the cooperation project to obtain major outputs. It can be concluded that the original design was consistent with the priorities and policies for countering TIP; was reflected in the project objectives, outcomes, the needs of NSJ and its relevant partners for developing work of the issue; and had a suitable relation between the resources and scope of initiatives in the initial proposal. The project design has promoted, whenever possible – depending on the complexity of the study and validation process – efficient project management committed to the quality of outputs. The initiatives are highly appropriate to the priorities of the national policy for TIP and to international commitments made by the Brazilian government on the issue. High design quality was also attained by the way that BRAX63 was taken on by the NSJ, which participated from the start in the project proposal and in a permanent dynamic of cooperation with UNODC and other relevant partners on the issue.

Relevance

Few studies have analyzed trafficking in humans in Brazil. Nevertheless, there are records that show that because of its large territory, improving economic conditions and the population vulnerability in some regions of Brazil, the country serves as a place of origin, transit and destination of victims. Most of the victims are women and children who are trafficked within the country, but also to foreign countries for purposes of sexual and labour exploitation, according to information from the Global Report on Trafficking in Persons, UNODC.

The project is in line with the National Policy for TIP, which was approved in 2006 by decree; and with guidelines and orientations adopted in February 2013, with the publication of II PNETP (for 2013-2016). Therefore, the project is also highly relevant for meeting the needs of the Brazilian government in the treatment of problems related to counteracting human trafficking; and in complying with the Palermo Convention and Protocol, which were ratified by the Brazilian government.

During the evaluation process the evaluator verified that National Plans I and II followed the guidelines established in the national policy, understanding counteraction to involve interdependent actions for: prevention; accountability and criminalization of perpetrators; and provision of care to victims. It was also noted that Brazil's National Multiyear Plan - PPA 2008-2011 identified six actions related to countering human trafficking: BRAX63 proposed activities to support these areas.

This issue is still highly relevant to the current government multiyear programme for 2011-2014 since, in February 2013, the actors and partners involved in the implementation of the national policy and II PNETP received crucial institutional support. This can be observed in the formalization of structures to enhance the responsiveness of the federal administration and to promote greater cross-sectorial action to address this issue. Two agencies were instituted: the Tripartite Coordination of the National Policy to Counteract Human Trafficking and the National Committee to Counteract Human Trafficking (CONATRAP). In 2013, the II National Plan to Counteract Human Trafficking (II PNETP) was issued. The Inter-Ministerial Group (IMG) for Monitoring and Evaluation of II PNETP was established, comprising 17 ministries with the executive secretariat held by the NSJ. This IMG provides support for decision making by analysing and assessing the plan and the work of the National Committee and the Tripartite Coordination.

Initiatives proposed by the project for implementation are in full support of NSJ/MJ efforts to implement the national TIP policy and II PNETP, since their objectives, outcomes and activities directly support the achievement of goals identified in PNETP and its priorities. This can be verified by the fact that project outcomes directly support and or complement actions undertaken by NSJ/MJ; other governmental and non-governmental agencies; and partnerships with international agencies (technical cooperation).

PNETP has three strategic lines of action: prevention; accountability and criminalization; and care for victims. The relevance of the cooperation project is magnified by the fact that the activities implemented are in keeping with the three lines of action and are in accordance with the priorities of II PNETP. The relevance of the project was enhanced due to the strong emphasis given to topics that are also priorities in PNETP: diagnosis; research; capacity building and education.

It is worth noting that an international milestone in this subject was the high-level meeting held in Palermo, Italy, in December 1999, for the signing of the UN Convention against Transnational Organized Crime, of which Brazil is a signatory, and Additional Protocols. In this context, this project is highly relevant to helping the Brazilian government meet its international commitments on the subject and comply with UNODC guidelines for countering the crime of human trafficking. Brazil also ratified the Additional Protocols in 2004, and since then it has been working on conforming national legislation, especially that related to human trafficking, to the international legal framework. The cooperation project has also been collaborating on this subject in the NSJ through the provision of workshops and international experts to support the proposal of bills to the national congress and provide technical follow-up in the Parliamentary Inquiry Committee on Human Trafficking,. It can be said that this cooperation is in line with UNODC's mandate to confront human trafficking in a scenario of international cooperation and in accordance with the International Convention and Protocols, to which Brazil is a signatory. Therefore, the project allows the NSJ to rely on the expertise of UNODC to accompany the implementation of national policies, priorities, and plans for TIP.

Interviews confirmed that the project is relevant to the national strategies, and to other agencies and international organizations working on the issue in Brazil such as: ILO; UN-WOMEN; UNHCR; UNDP. The current structure of UNODC/Brazil has been adequate for meeting needs inherent to technical cooperation with the NSJ. BRAX63 is aligned with UNODC mandates, strategies and the work plan on the theme. TIP was one of the themes of action under UNDAF 2011-2015 as agreed to between the UN and the Brazilian government, through technical cooperation actions addressing issues of citizenship, security and organized crime. Moreover, the project supports the government's policy for the multiplication of international cooperation actions aimed at strengthening state and municipal bodies, as in the case of actions involving the National TIP Network.

The capacity of NSJ and its partners to tackle human trafficking will be increased in coming years with the input of: studies, manuals, research, diagnoses and information exchanges, as well as greater coordination with civil society and the National TIP Network. The project's relevance is increased by the fact that a common methodology was agreed to by different ministries and the National Secretariat of Justice, under the IMG, for the monitoring and evaluation of PNETP, minimizing information gaps and the lack of reliable and systematic data on TIP in Brazil and its border regions.

The identification by Brazilian authorities of the existence of transnational human trafficking has led to a policy of approximation and greater collaboration with neighbouring countries, in particular through the ENAFRON Programme – the National Strategy for Public Security in Border Zones – since Brazil shares borders with 11 South American countries. In this context, the project is highly relevant because the NSJ also has the support of UNODC to collaborate on broader processes to approach national stakeholders and authorities in neighbouring countries, to better counter human trafficking, relying on the expertise of the agency, the Specialized Migration Centres, and other UN agencies. Project actions in border areas are complemented by a set of bilateral initiatives promoted by the Brazilian government (NSJ/MJ).

It can be seen that the project's relevance is also increased when one looks at what this cooperation has already promoted: improved knowledge about TIP, the establishment of a contact network, diagnoses, manuals, meetings; participation in international forums; the exchange of experiences; methodologies and processes for institutional management of policies; production of data and information on human trafficking; the design of TIP councils, manuals for teachers to train Brazilian professionals; mechanisms for dissemination of information through newsletters and national blue heart campaigns. It has also consolidated the expansion of a communications network with public actors and partners who work on the project themes.

In interviews with Brazilian authorities and UNODC staff, the importance of this project was highlighted, particularly, for the strengthening of actions to counteract human trafficking; with the formation of a strategic base for action in the sector; through studies and research, trainings, meetings, and inter-institutional articulation. All of the outcomes are focused on developing the capacities and knowledge of the NSJ/MJ in the field. Therefore, it is possible to determine that the project's proposal has its relevance identified, as the PRODOC shows selected priorities were decided by the Brazilian government, with the technical cooperation of UNODC.

Efficiency

As previously indicated, the original schedule for project implementation was periodically adjusted by the annual Action Plans implemented by the NSJ and agreed to with UNODC and ABC. The outputs and implemented actions established by the action plans are in accordance with the capacity of the Department of Justice, Ratings, Titles and Qualifications (DEJUS) of the NSJ/MJ for implementation and management, with the support of UNODC.

The project established that the focal point responsible for managing the project inside NSJ would be DEJUS and the respective Coordination for TIP, and it proposed joint management with UNODC, followed up by ABC. The National Direction of the project is performed by the Secretary of SNJ, which has the DEJUS as the focal point for the implementation of BRAX63. DEJUS and the Coordination for TIP currently have about seven civil servants and employees supporting the implementation of the project. This number can be considered small for the necessary concurrent actions for the implementation of activities related to supervision, coordination and proposal of a national TIP policy, as well as for three other international technical cooperation initiatives.

The project has shown semi-annual revision of the originally proposed schedule, as this schedule has been periodically updated. The current work plan was agreed to in June 2013, and attends to the reality of the dynamics for the implementation of activities. There has been a reduction in

expected disbursements, even though the activities have been carried out within the contractual deadlines established for each consultancy, with minor adjustments. There are three activities that have not been initiated as per the original schedule, but these depend on responses from other institutions.

The discrepancy between the original schedule and the adjusted version developed in June 2013 can be attributed to the need for extensive coordination with partners and stakeholders to consult about outputs and their respective validation process and the objective to associate some project actions with other initiatives on the theme. This involves consultations with high and middle managers in different public agencies. Other reasons identified by stakeholders include: the long review process for outputs delivered; difficulty finding professionals with qualifications meeting those described in bidding processes; and three changes in the National Coordination for TIP at DEJUS and in the UNODC team. These changes of interlocutors were also found in other institutional partners, requiring new deadlines for approval and validation of proposals and outputs.

It may be noted that the NSJ and UNODC have been conducting continuous monitoring and meetings to adjust the work-plan, determining whether or not revisions should occur in the budget for each activity. These adjustments in the project schedule were made to adapt the cooperation project to the reality of technical and budgetary resources provided by the federal government and the MJ. The federal government has been reducing previously approved budget lines for the institution, causing a temporary lack of resources for the execution of this cooperation project. The project is thus being implemented at a slow pace, limited by the funds remaining from previous allocations to the international agency.

The **management model** is composed of a Project Management Group that includes the director of NSJ; the project director, civil servants, senior officials of DEJUS, a UNODC senior officer and project assistant; and a senior officer of ABC. Other areas of support in NSJ and MJ involved in bidding processes are called into action by the project's coordination. The same procedure occurs at UNODC. This management process has shown to be efficient due to the establishment of a routine flow between the institutions and the frequency of contacts between NSJ and UNODC, with the purpose of improving cooperation.

In addition to this management group, the project has a monitoring and evaluation mechanism, which is the tripartite meeting with the planned participation of ABC, the Ministry of Foreign Affairs, UNODC and SNJ. This meeting takes place annually, allowing the realization of a project performance evaluation and the establishment of an action plan to resolve any difficulties in implementing the cooperation. In February 2013, a tripartite meeting was held, and difficulties in project implementation were not identified.

Management tools for project processes were developed by the NSJ including spread sheets and charts to monitor delivered Outputs for each activity, disbursements and delivery dates for the Outputs of contracted consultants. This information is shared between UNODC and the NSJ, allowing them to provide accurate input to UNODC's and ABC's systems for physical and financial monitoring.

An important **quality management mechanism** for the Outputs achieved at the completion of planned activities is the technical review of technical reports prepared by consultants to UNODC and the NSJ. In some cases, meetings and consultations were held with the participation of

consultants led by the NSJ, since they involve a larger number of partners of the secretariat, as was the case of diagnoses and studies. The Project Coordination Unit in NSJ is composed of the national director and national coordinator (the head of DEJUS), which was responsible for the project implementation. In this regard, UNODC's monitoring supports the management of all current contracts, participates in the commission of bidding processes, and contributes technically to the development of work plans and proposed activities, as well as financial monitoring. Two other tracking mechanisms consisted of the Annual Tripartite Meeting with participation of ABC and UNODC and mandatory annual audits performed by the Office of the Comptroller General (CGU). The current management model and its tools; the organizational structure adopted and the interaction established have contributed to timely decision-making on the part of the NSJ and UNODC for the implementation of the cooperation project.

Regarding the pace of implementation of activities, it can be said that there were delays in relation to the original plan and to the plan prepared in July 2013. It was verified that implementation is has been delayed in almost 60% of the originally proposed implementation schedule. This is due to aforementioned difficulties, such as: lengthy and complex consultation and validation processes and lengthy processes for selection of consultants.

In 2012, disbursements of around USD 776,586 were planned, but only USD 424,273 was executed, of which around USD 34,230 were only committed and allocated in 2013. Disbursements in 2012 amounted to around 55% of what had originally been planned in the PRODOC. One reason was the postponement of the approval of PNETP II from 2012 to 2013, delaying the initiation of some consultancies. Compared to 2013, the financial information about disbursements, through August 2013 indicated that total payments were made of USD 123,970, i.e., 10% of the approved USD 1,041.789 budget. Considering the new budget for the revised Work Plan the total amount earmarked for 2013 was reduced to USD 415,500, of which 30% was allocated.

The evaluation found that of the initial USD 3.375 million budget, USD 1,818,370, i.e. 54% of the total has been approved so far for implementation of the cooperation. Of that 54% approved, only USD 894,000, or 27% of the total budget has been earmarked. Of the 27% of the total budget that has been earmarked, only USD 548,240 has been disbursed, amounting to only 16% of the USD 3.375 million total budget, in 18 months of implementation, which is half the period for project completion. If one considers that USD 894,000 has been committed for the first 24 months of the project (for 2012 and 2013), that would mean that in 2014 the remaining 73% of the total budget would have to be disbursed, or that the period of implementation of BRAX63 would have to be extended or its total budget reduced.

In the second half of 2013, the federal government began to face a new process of budget curtailment. This increases the difficulty of maintaining the implementation of certain activities planned for the end of 2013 and 2014 under this cooperation. It must be noted that one of the reasons for the differences between expectations for overall and annual budgets and those in the approved budgets for 2012 and 2013 could be the fact that the activities have been conducted with less resources than originally estimated, given that in 2013, there was a 30% devaluation of the Brazilian currency against the U.S. dollar.

Table I. Expenditure

Year	Overall Budget	Total Approved Budget	Allocation	Expenditure	Expenditure in % (**)
2012	3.375,750	776.586	478.500	424.273	89%
2013*	3.375,750	1.041,789	415.500	123.970	30%
TOTAL		1.818,370	894.000	548.240	61%

*Up to June 2013

** Expenditure considering the allocation.

The project faced some difficulty in the speedy implementation of activities in its first year, which may be observed by the level of disbursements in relation to the original planning. As indicated by authorities, this delay was gradually compensated for with the publication of several public bidding processes under the project, still in its first year. Another factor that contributed to delays was that the Coordinator was changed three times in the last two years, with the last Coordinator taking office a month ago.

As noted, implementation has been a joint process involving the NSJ, ABC and UNODC, and it has been characterized by the maintenance of communication channels and permanent collaboration, contributing to the high-quality management and implementation of the project. There is transparency in the financial management, which is achieved by means of financial reports issued by UNODC; bidding processes and the selection of consultants conducted through joint committees and the disclosure of the minutes for all of the meetings related to the project. This project has been audited by the Office of the Comptroller General (CGU), which identified minimal corrections that should be made, for example: in consultant profiles and progress reports. No discrepancies were identified in the project management in relation to accounting and finance, management and technical quality, the delivery of outputs and the implementation of activities.

The Logical Framework was not ambitious in terms of the number of activities to be carried out over three years, as originally proposed. The annual estimates of the resources required for the implementation of each activity have been appropriate, but there were significant discrepancies in the execution of the annual budget, which in some years was more than 50% lower than expected. After analyses, funding estimates were proposed for each of the activities, with costs consistent with those prevailing in the domestic market. According to the interviews and desk review, the activities and outputs of consultancies were technically suitable to the needs of the sector and were usually produced by the expected deadline and at a cost that is reasonable for the national and international markets. Through participation in two meetings and interviews realized with relevant partners in countering TIP, it was verified that the results of project activities were considered very effective for implementing II PNETP, and that the relevant methodologies, studies, data and diagnoses about the theme were properly available. To date, actions for dissemination of some project initiatives and activities have been accomplished and made available on the NSJ/MJ website.

It is important to note that project implementation and management have been performed with a medium degree of efficiency, and a coordination structure has been established that is suitable for

implementing the cooperation, with strong institutional support from the NSJ. Articulation with other relevant authorities and partners in the tackling of the issue has also been promoted. However, there were slight delays in the implementation of the actions called for in the initial planning, and, therefore, there has been a certain reduction in disbursements compared to those planned for the implementation of the project. This type of delay is common in a project of national scope involving institutional strengthening of strategic areas, and methodologies, legislation, information systems and public policy monitoring processes about issues of great social and political sensitivity. The project in question has an inter-sectorial nature and involves 17 ministries and other public agencies, thus requiring a high level of political and technical coordination with civil society, Congress and the three levels of the federative government.

It is expected that the adjusted action plan of July 2013 can be implemented by the completion of the project, and that the total amount of resources and activities may be lower than those initially planned for. That would be expected due to the fact that the most politically and institutionally sensitive activities could be completed by December 2013. This would allow faster implementation, increased efficiency and make the project better adjusted to the management efforts and the quality of work in the process of strengthening the NSJ through the National Direction and Coordination, with the cooperation of UNODC.

If the current pace of implementation of activities is maintained, there is a high probability that the project will be completed with a reduced total budget and number of activities in its planned three-year time frame, and it is very likely that the expected final scenario will be achieved by the end of the technical cooperation. However, the budget restrictions should be evaluated by the NSJ and UNODC in the coming months, in order to revise the work plan for 2014 and reduce the financial resources required and number of activities.

Partnerships and cooperation

This project relied on partnerships and cooperation from national experts and professionals, and on the experience and expertise of UNODC and other international institutions to address the issue of human trafficking. During the project, partnerships were established or strengthened with national and international institutions to address the themes of the Project, for instance, in the Letters of Agreement with the ICMPD and some NGOs such as “Repórter Brasil”. The project has established partnerships with the Inter-Ministerial Group (IMG) for Monitoring and Evaluation of II PNETH, which is composed of 17 ministries and other national institutions. Most project outcomes have supported the work of the IMG, particularly the methodology it proposed and the indicators to be monitored by the governmental agencies.

BRAX63 has directly supported the Tripartite Commission of the National Policy for TIP composed of: the MJ; SPM/PR, and SDH/PR. Concurrently, the project has supported the NSJ/MJ in mobilizing networks of actors and partners to participate in councils and actions to counter human trafficking. Another important partnership and cooperation of the project has been taking place for the establishment and operation of CONATRAB. This committee is composed of MJ; SDH/PR; SPM/PR; MDS and seven elected representatives from civil society organizations or experts in counteracting human trafficking.

The project established a relevant partnership with Brazilian media in 2013, to support launching of the Blue Heart Campaign in Brazil, especially with the “Rede Globo”, which is one of the

largest news groups in Brazil and Latin America. A partnership has also been established through a Letter of Agreement with ICMPD to obtain an updated diagnosis of human trafficking flows across Brazilian borders, to support strategic planning for counteracting human trafficking. The results of this partnership are related to the ENAFRON Programme, conducted under the MJ by SENASP/MJ. The diagnosis was completed and released in October 2013.

As indicated by Brazilian authorities, the project established an important partnership that supported the integrated action of NSJ and SENASP related to public safety and counteracting human trafficking. The project also supported a partnership with the Federal Police Department and the Federal Highway Police Department for collecting information and data on the subject throughout Brazil and to track the progress of state, regional, national and international cases and operations.

In this context, the establishment of a partnership with UNODC to promote events, meetings and workshops added expertise and international recognition to the events, complementing the quality of speakers and experiences brought to these meetings and videoconferences. The project encouraged Brazilian partnerships with similar institutions in Portugal, Spain and Italy, to enable greater technical and institutional collaboration between international actors, the National TIP Network, and SNJ.

It is also important to highlight cooperation with various entities including: the National Tripartite Coordination; the Network of TIP Service Centres and Nuclei; state TIP committees and the National Committee for TIP (which is being established); as well as international organizations and civil society representatives. The following are the main partners on the federal level, through the (i) Tripartite Committee; (ii) the National Tripartite Coordination; and (iii) the Inter-Ministerial Group for Monitoring and Evaluation of PNETP: the Secretariat of Policies for Women of the Presidency of the Republic; the Secretariat of Human Rights of the Presidency of the Republic; the Office of the Chief of Staff of the Presidency of the Republic; the Ministry of Defence; the Ministry of Foreign Affairs; the Ministry of Education; the Ministry of Culture; the Ministry of Labour and Employment; the Ministry of Social Development and Hunger Alleviation; the Ministry of Health; the Ministry of Planning, Budget and Management; the Ministry of Tourism; the Ministry of Agrarian Development; the General Secretariat of the Presidency of the Republic; the Office of the Attorney General of the Union; and the Secretariat for Policies to Promote Racial Equality of the Presidency of the Republic.

The people interviewed highlighted the importance of cooperation with UNODC for the development of this project, as well as the permanent efforts of local staff to offer the best conditions for the implementation of the cooperation and proactive action. Many of those interviewed proposed new partnerships to achieve the outcomes of BRAX63. Interviews with officials and staff also revealed that the project has provided strategic technical support, with Brazilian resources, for international cooperation, promoting the strengthening of initiatives at institutions working on the project themes, relying on partnerships and cooperation with relevant actors in Brazil and abroad. This project can be considered as one that works through the constant establishment of partnerships and cooperation, requiring from the NSJ, a high level of coordination and the creation of networks for cooperation between the implementing agency and: partners, councils and committees, the National TIP Network, and other national and international institutions. This is due to the nature of the theme of the project, which must be tackled on the national and international levels, beyond national borders.

Therefore, it is possible to determine that the NSJ, in collaboration with UNODC, has used the project to promote a high level of partnerships and cooperation with a broad range of national and international institutions, and with international experts for the institutional strengthening.

Effectiveness

Considering that the project's Log frame has remained unchanged since February 2012, this framework was used as the basis for the mid-term evaluation of the products and activities implemented so far. The activities and products proposed under this project are planned to work well with the design of structures and processes for the operation of the national TIP policy and of II PNETP, which are backed by forums that include the participation of partner institutions in the inter-sectorial and transversal execution of the national policy.

In 2012, a special and the first consultancy addressed the design of a model for national implementation of actions to counter TIP within the scope of the NSJ/MJ. This activity allowed an agreement to be reached about the project execution, between several national stakeholders. The result of this consultancy allowed the NSJ to prepare mechanisms, processes, networks and tools while the federal decree for creating the IMG, and the II PNETP were being negotiated with partners, throughout 2012. This first consultancy was carried out over a 12-month period and is identified herein as Activity 1.1.1. At the same time, the progress of the other consultancies carried out under the project, depending on their character, informed the progress of activity 1.1.1, whenever it depended on inputs from other consultancies.

The Annex includes a table presenting the current status of the activities carried out, the potential for achieving the outputs and the expected outcomes by the end of the implementation of the project, according to the project log frame. The attachments also include a summary chart of the current status of execution of activities, prepared by NSJ and UNODC, including the actions planned to be carried out so that the project may be completed. The Work Plan was updated in July 2013 by the parties.

As discussed, the current implementation stage of project BRAX63 is contributing to the achievement of the outcomes and objectives that were initially proposed, and the project has already accomplished a set of relevant activities for this purpose. By means of progress reports and interviews, it was possible to verify that initiatives supported by the project have served to form the bases on which the National TIP Policy is built, while supporting the implementation of the lines of operation and respective targets defined in PNETP II. It is important to note that the formalization of the new TIP framework for the institutional management of the national plan only occurred in April 2013, although it had been in preparation since late 2010 (PNETP I) and the Recife Meeting, in December 2011 (PNETP II).

In this context, the project supported studies, research, development of methodologies and systems for collecting data and information, monitoring methodology and PNETP indicators; mechanisms and tools for providing care to victims of human trafficking, and the strengthening of relations between the three spheres of government to counter TIP and consolidate the National TIP Network.

Considering the results presented at the First Monitoring Report of PNETP II, it can be confirmed that the project is supporting the achievement of Objective 1: "Strengthening of mechanisms and

tools for Institutional Management of the Policy for TIP and qualification of data and information for planning, monitoring and evaluation” in initiatives such as:

(a) Institutional management of the policy developed and implemented through an integrated management model and the monitoring of PNETP; the promotion of the necessary tripartite coordination and inter-institutional management among the relevant partners and national stakeholders; and of inputs to update the national policy and action plans.

(b) Supporting proposals for improvements in national legislation concerning TIP sent to Congress, and attending hearings and meetings of the Parliamentary Inquiry Commission (CPI) on Human Trafficking;

(c) The development of a design and methodology for the operation of CONATRAP, which has still not been used due to the recent process for the election of its members and representatives of entities; establishment of a decentralized system of councils and committees, insuring greater participation of society and national actors;

(d) The preparation of care manuals, methods and procedures for the different levels of complexity of care for TIP victims, to strengthen the TIP Network (centres and stations), and which need to be drafted and published to support training and consolidate information and national data on the subject in the near future;

(e) Promoting the dissemination of information and channels of communication with civil society, public partners and relevant actors through social media and a wider dissemination of events, data and knowledge by means of newsletters on the MJ website;

(f) Preparation and formal validation of a report with the methodology to be adopted by relevant partners for collecting data and information about TIP and preparation of the first diagnosis of existing studies, research, papers, legislation and information on TIP in Brazil, forming the methodological basis for data production and supporting the formulation of a public policy; these results, however, must be consolidated to facilitate their application.;

Regarding Objective 02: “Improvement and expansion of the Network to Counteract Human Trafficking, including the training of actors and the strengthening of prevention mechanisms”, the project has supported these lines of operation in PNETP II and the National Policy through its contribution to:

(a) Building the National Training Matrix for TIP and the design of five Pedagogical Projects for all of the target groups involved in achieving the policy and PNETP; from this Matrix, classroom and distance trainings are also to be offered by selected instructors to actors and partners involved in prevention, thus increasing capacity to respond to the needs of Brazilian society;

(b) Preparing a manual and training programme for professional journalists, to enhance their knowledge and give more visibility to the theme of TIP in the media;

(c) Establishing the guidelines for future campaigns and the dissemination of information; compilation of a database with actors and partners acting in TIP, composing a national mailing list; enhancing SNJ’s capacity for mobilization at different political and administrative levels;

(d) Promoting the exchange of information, experiences and good practices with other countries and participation in international and regional forums; providing significant technical

contributions to the phase of framing the subject on the national agenda and in the country's response to international commitments;

(e) Launching of the Blue Heart Campaign in Brazil and establishing the basis for guiding future national campaigns; and launching a national newsletter to support TIP prevention initiatives, with implementation by national NGOs, which need further strengthening; work in a network of partnerships and greater visibility among civil society in the cities and states.

Therefore, by analysing available data, interviews and the project's annual activity report, it was verified that the outcomes are directly contributing to the achievement of Project Objectives, as can be perceived in the analysis of each of the outcomes of BRAX63 that are currently being implemented. Evidence of these contributions can be found in the proposed amendments to national legislation concerning TIP, published reports, and the first Monitoring Report of PNETP II. Some of this information is available on the MJ website and there is also information available in the digital files of the NSJ.

The challenges faced by the NSJ and UNODC during the project's implementation, especially for the achievement of the five expected outcomes, were addressed in a coordinated manner, with consensus and effectiveness, in accordance with the rules applicable to each case. In general, the challenges were related to obtaining consensus from the majority of the partners and validation of new themes for the framing and operation of TIP related activities in Brazil, such as: methodologies, legislation, training and protocols for action and assistance for members of the national network. Therefore, the process for the preparation of new proposals was participatory and involved consultation with a significant number of partners. Moreover, due to the transversal nature of the theme and the project's tripartite management, initial agreements on content, concepts and guidelines were necessary and strategic for the validation of the final results of initiatives.

It is important to note that external factors such as political support and the inclusion of the theme of TIP on the national policy in TIP were important so that the project's results could attain important progress and be validated in the middle and senior management levels of national partners. At the same time, the NSJ has been working in partnership with other MJ projects and programs and other international technical cooperation partners, which complement these initiatives and enhance the results achieved by BRAX63 by creating important synergies.

These favourable external conditions allowed the project's outcomes to be proposed in such a way that they were understood to be strategically necessary for compliance with this national TIP policy and with Brazil's international commitments. In terms of the outputs of activities, it is accurate to say that they effectively contribute to the achievement of the project's outcomes. Policy support and recognition as institutional priorities have allowed delivered outputs to be incorporated to the management of the National Policy for TIP with different partners, although some institutionalization is still necessary, including: protocols of intentions, conventions, cooperation agreements, and legislative approval of proposed legislation is still necessary.

Therefore, the current status of the project demonstrates that a high level of effectiveness in achieving its outcomes has been guaranteed, as well as its substantial contributions to the Millennium Project, supporting the development and improvement of management mechanisms to counter human trafficking, supporting the NSJ in strengthening the implementation of integrated and effective actions under the National Policy for TIP.

Impact and sustainability

Considering that this is a mid-term evaluation and that not all the project activities have been implemented and that, therefore, its outcomes have not been fully achieved, it is possible to identify some short-term effects perceived by respondents, are highly likely to occur only after the completion of BRAX63.

There is consensus in the NSJ and UNODC that the project activities have already promoted the achievement of certain outcomes in the expected final scenario, and these outcomes support the achievement of the development objective of the project. Achieving this objective will certainly require many other actions to be implemented by the NSJ in coming years. Achievement of this long-term objective will depend on the active participation of a variety of public and private actors, as well as the contribution of other government agencies and other on-going programs that are not directly implemented by this project or by the NSJ/MJ. As previously mentioned, countering human trafficking demands joint action of the three branches of the Brazilian government: the executive, legislative and the judiciary, and participation of civil society and the private sector. This requires considerable political resolve; permanent technical and institutional coordination; and support from Brazilian society for actions on the federal, state and local levels; and joint initiatives between different government branches and agencies, as well as the integrated and transversal treatment of public TIP policies between ministries and public institutions on the state and local level.

The project has established a set of conditions for the long-term organization of work the field such as: the development of methodology for integrated management; methodology for collecting data and information on TIP; methodology for the monitoring of national plans; a national headquarters for preliminary training in TIP and proposals for capacity building and strengthening of the national network in TIP. Nevertheless, although such tools and mechanisms are available to the NSJ, organizational processes and the formal incorporation of these procedures by other actors and partners will still be necessary in the long term.

It is important to note that the monitoring of the project's activities and outputs is carried out without the tracking of its effects on the national reality in terms of progress in the implementation of TIP policies and programmes. The Inter-Ministerial Group for Monitoring the PNETP, by means of reports prepared every four months, can offer, upon completion of the project's implementation, examples of quantitative and qualitative short-term effects of the implementation of BRAX63, although always associated with actions taken by the Brazilian government and other multilateral or technical cooperation sources.

One of the major effects achieved was the expansion of the network of actors and partners working in TIP. In addition, initiatives for the dissemination of information and mobilization of civil society, authorities and public agencies began to give greater visibility to the issue of TIP. It is expected that by the end of the project it will be possible to institutionalize a greater number of TIP Nuclei and Service Centres, as well as Committees for Countering Human Trafficking, through agreements and partnerships with states and municipalities, in accordance with the new regulatory framework for TIP. An effect of the project should be sought are quantitative and qualitative data for the indicators of progress and difficulties in the implementation of the national policy. Another short-term effect of the project was that, with the contribution of mechanisms, tools and knowledge (data and information), NSJ can now play a leadership role in the issue of TIP albeit shared with SHR and SPW, which together comprise the Tripartite Commission.

The Blue Heart Campaign proposed amendments to legislation on TIP and the diagnosis of studies, research and initiatives in TIP has reinforced the priority given to the issue on the national agenda, promoting greater visibility to this issue in Brazilian society. This visibility has been enhanced through a soap-opera broadcast by a national television network, which portrayed the crime of human trafficking.

However, the lack of a baseline on the status of TIP in Brazil (the most recent data is from PESTRAF 2002) will require the NSJ to begin monitoring the issue to identify short-term effects of the project after its completion. As discussed with Brazilian authorities and UNODC, it is important that the NSJ develop a tracking system for quantitative and qualitative identification of integrated actions implemented by the secretariat and by other relevant partners to counteract human trafficking, in addition to those indicated in the Monitoring Report of II PNETP, considering the effects of these actions on data and developments regarding TIP.

According to interviews and consultation of the project's reports, it is very likely that the expected medium-term effects of the development of management mechanisms to counter human trafficking at NSJ will strengthen the implementation of integrated actions against these crimes in Brazil. This involves a complex system of actions by different actors and changes in national legislation for TIP; which are still being deliberated in the Brazilian congress

It is difficult to determine, at the mid-point of the project, to what extent the outcomes achieved will impact other member countries, but it can certainly be expected that initiatives to change Brazilian legislation and activities designed for border areas will allow the achievement of medium-term effects in counteracting human trafficking in conjunction with neighbouring countries, in particular in joint efforts at prevention, without a limitation in accountability or the provision of care to victims. With the support of a projects survey realized by ICMPD/ENAFRON, it was possible to obtain a baseline of TIP at the Brazilian frontiers. A significant effect expected at the end of the implementation from this project is the exchange of information and actions with authorities, and agents of neighbouring countries to counter trafficking, which should contribute towards a significant reduction in events and crimes of this nature in Brazil and other countries.

Although the training of staff in the areas of public safety and the courts has not been initiated throughout the country, this future initiative is one of the cornerstones for sustainability of the project in TIP. These trainings will also support the continuation of bilateral and regional actions of the Brazilian government with bordering countries.

The project has helped strengthen the NJS's ability to resolve problems and counteract human trafficking, as proposed in the public policies. The project will also continue to contribute to the development of new policies and programs based on evidential data. The availability of collected information and data, in accordance with the methodology agreed to with a number of key partners, derived from the use of a monitoring system and used to produce reports every four months, should support the results achieved in the institutional management of TIP.

In general, projects need to have sustainable institutional environments and resources to achieve greater sustainability. A sustainability strategy can be identified that permeates the project design and focuses on appropriation of the technical cooperation by NSJ, with the support of UNODC. The SNJ has collaborated with the proposed operational design and taken a leadership role in identifying needs and the expected final scenario to be achieved by the Project. This is one of the

important points for guaranteeing the highest probability of sustainability after completion of this technical cooperation.

The sustainability of achieved outcomes also depends on a variety of other factors from the early stages of cooperation including: (a) that the institutional, political and technical capacity be ensured from the onset; and (b) domestic appropriation of the project objectives and outcomes. According to the interviews, these two elements have been insured for the project, and thus the conditions have been obtained for integration of its outcomes with national policies and in conjunction with different partners to support the implementation of Brazil's national TIP policy and II PNETP. The political priority has been assured by Brazilian authorities to the project implementation since 2012. In the second half of 2013, the federal government began to curtail the budgetary resources needed to implement the cooperation, constituting a risk to the continuity of some training actions. Some alternatives have been studied by NSJ and UNODC to address this risk to the project's continuity.

Project sustainability has been bolstered by the fact that outcomes achieved to date have been incorporated into the institutional management mechanisms and tools of NSJ, and they have been disseminated and shared with cooperating and affiliated institutions involved in the implementation of the national TIP policy. A case in point is the preparation of progress reports for the monitoring of II PNETP, which supports the continued implementation of the national policy through the IMG.

The existence of normative acts, such as ordinances and decrees, establishing the entities responsible for the organization and functioning of the mechanisms and processes for implementing the policy and PNETP confirm the political importance of this subject in national policy and the sustainability of BRAX63 activities and outcomes achieved to support the operation of these government entities.

Perhaps one of the biggest challenges to the sustainability of actions initiated by the project is the continuity of actions and commitments agreed to with state and local governments to respond to new demands and organizational arrangements for countering human trafficking, considering the particular capacities of these entities. In terms of sustainability, by the end of its implementation, the project will establish formal instruments with these privileged interlocutors in the national TIP network, since they are closer to citizens and deal with TIP events on a daily basis. The state and municipal entities play an important role because of their capacities for proposition, implementation and monitoring of TIP programs and projects.

Outputs resulting from project actions are adequate for meeting the goals of the Plan for the next four years, according to Brazilian authorities and UNODC staff. This indicates a high probability that the project actions and effects will be continued by NSJ and its partners after completion of this cooperation project. The sustainability of achieved outcomes has been guaranteed by the constitution of a network of partnerships and institutional collaborators, which facilitates the dissemination and sharing of studies, research methodologies, and pedagogical projects. This articulation and validation of outcomes by the tripartite partners including the Inter-ministerial Group and the National Network of TIP Centres and Nuclei, within the MJ and at international agencies, increases the chances for continuity of initiatives agreed to in the national policy and II PNETP, as well as proposals supported by the project.

One of the risk factors for the future sustainability of the project's results will be the presidential and state elections to be held in late 2014, which may lead to changes in the middle and upper managements of NSJ and other ministerial partners of IMG, as well as committees, councils, and the national network, in addition to changes at the state level. For this reason, the project should establish a schedule of actions to mitigate risks, minimizing potential negative effects that might arise from changes in political priorities and authority in the management of the national policy. This is why the NSJ decided to guarantee completion of the project by December 2014; without any extension for the total implementation of BRAX63.

For the NSJ to increase the sustainability of actions implemented by the project over the next four years, various actions should be taken to consolidate outputs and existing demands in areas related to: standards; the systematization of information; the consolidation of a network of partnerships; the expansion of databases; staff training; monitoring and evaluation to generate reports for assessment of advances and proposals for corrections; the consolidation of new channels for dialog with neighbouring countries at the national, regional and international levels; and PESTRAF II, using the ENAFRON methodology for diagnosis at the national level.

A substantial increase in demand for assistance to citizens in different modalities of TIP can be expected from enhancements in the structure and operation of state and municipal bodies (centres and nuclei, committees) in the national network. At the national level, the current structure with civil servants in DEJUS and the national coordination could be limited to responding to the increasing demands of operational and future TIP centres and stations, and to the continued implementation of other goals in II PNETP. This increased attendance to demands could be perceived in the project's five outcomes, and in the development of new initiatives to fulfil national commitments to goals in the plan and in international conventions and protocols related to TIP.

It must be noted that, the first Progress Report for Monitoring PNETP detected that a significant number of actions to be taken by the partners have not been included in the respective institutional budgets. Continuity can be improved with the stability of human resources at NSJ and MJ; but there is only a low to medium probability that the staff will be increased in coming years. Establishment of budgetary allocations and the dedication of adequate human resources to TIP activities are critical for the planning, proposition, monitoring and supervision of public policy and proposed initiatives of the PNETP.

According to the evaluation and interviews, it is estimated that after the completion of the project, the degrees of probability of achieving the following arrangements for institutional and organizational resources to maintain the project's results and initial effects are as follows:

- (a) Support from senior management of strategic partners: high;
- (b) Establishment of legal and institutional framework: medium-high;
- (c) Development of organizational capacity: medium-high;
- (d) Intra-organizational capacity: medium-high;
- (e) Inter-organizational capacity: high;
- (f) Availability of financial resources: medium-low;
- (g) Adequate technical resources: medium-low;

- (h) Support from project beneficiaries: high; and
- (i) Federal government support: high.

It is expected that by the completion of project implementation, the following expected results will be able to further improve integrated management and the implementation of integrated and effective actions for TIP.

(a) Strengthened cooperation from relevant institutions related to the project with the multiplication of channels for dialog at different political and administrative levels;

(b) Broadening of awareness raising and outreach to partners, society and public managers through the promotion of systematic training actions and seminars organized by the NSJ, SHR and SWP;

(c) Collection and dissemination of data and information obtained from new studies and research sponsored by SNJ could be expanded to other institutions and partners with expertise in themes relevant to TIP;

(d) Dissemination in different forums of successful project experiences and international initiatives; and technical and financial support from SNJ and other public and private partners to implement these pilot experiences with national and regional institutions participating in the national network;

(e) Multiplication and consolidation of processes for monitoring and evaluation of TIP in projects and public policies at the state and local levels;

(f) Promotion of covenants, cooperation agreements and standards for state and local public managers, including indicators and procedures already agreed to at the national level for planning, monitoring and evaluation of public policies for TIP;

(g) Establishment of formal networks for the exchange of knowledge, methodologies and operations between national strategic partners;

(h) Passage of legislation concerning TIP by the Brazilian legislative and executive branches, with the respective necessary regulations, promoting significant advances in the national policy for TIP;

(i) Increased number of centres and stations in the National TIP Network, with the necessary facilities and human resources;

(j) Operation of CONATRAP, new state and municipal councils and committees for TIP;

(k) Training of civil servants, staff and collaborators for TIP in the three political and administrative branches;

(l) Cooperative actions between the Brazilian government and neighbouring countries in TIP initiatives.

The achievement of the development goal will require time and concerted efforts by the NSJ and other relevant institutions working on the themes of the project in Brazil. According to our analysis, it can be affirmed that this objective is highly likely to be achieved in the coming years, depending directly on efforts made by NSJ/MJ and strategic partners to disseminate and maintain initiatives implemented by the project, as well as those implemented directly by MJ. On the other

hand, according to information obtained from interviews and participation in meetings, it can be said that the initial effects of the project's objective can be achieved directly by the project's actions and indirectly from initiatives promoted by the NSJ and other Brazilian government programs and policies regarding this issue, especially by the Ministry of Justice, SPM and SDH. The contributions of cooperation with other international organizations can support the sustainability of the project's outcomes, since they act in a complementary manner.

Based on previous analysis, we consider it to be very likely that the project's outcomes and effects will be relatively well sustained in the coming years, considering: commitments made by the government and strategic partners; the strengthening of dialog channels and cooperation between different bodies; and the strengthening of programs at the NSJ for the promotion of initiatives for countering TIP, including the results of the BRAX63. It is important to propose a project exit strategy to insure the sustainability of results after the end of the technical cooperation, to increase sustainability in the coming years.

Gender and Human Rights

The project provides technical support to the NSJ and the Tripartite Commission, integrated by the two national secretariats responsible for human rights and women's policies, to address the promotion and protection of rights of women, children, and all Brazilian citizens. In the implementation of this project, NSJ and UNODC closely collaborated with and supported the work of these two secretariats.

The project also directly or indirectly strengthens the capacity of national, state and local institutions that are working on issues related to the Brazilian human rights mechanisms, to address TIP. Congressional commissions and national human rights groups have engaged in discussions and presented new TIP legislation and have participated in actions and activities of the TIP project.

The project also aims to promote effective cooperation between federal agencies, government departments and civil society organizations by promoting actions such as: the formation of councils, trainings and campaigns.

III. CONCLUSIONS

The initially proposed timeframe for this project was 36 months (from 2012-2014), the initial budget allocation was US\$ 3.375 million and it contemplated 5 Results and 28 Activities. The project supports activities that have been identified as being necessary to strengthen the NSJ during the final evaluation of Project S25, which was implemented between 2006-2011 by UNODC, ABC and NSJ.

This is a highly relevant project that is in line with the National Policy to Combat Human Trafficking and the II PNETP. This has been confirmed by the NSJ strategies and projects, and by the regional and international cooperation policies Brazil has in place with bordering countries and countries in other continents. The project complies with the guidelines of the Brazilian Government for Cooperation (ABC) and those of international entities and UN agencies engaged in public safety, justice, human rights and citizenship issues. The project is relevant because it contributes to the fulfilment of Brazilian commitments undertaken under the UN Convention against Transnational Organized Crime and the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (the Palermo Protocol) and Additional Protocols, which the country ratified in 2004. Therefore, it is in line with the mandates, guidelines and strategies of UNODC regarding human trafficking.

The activities and results achieved so far have been supporting the actions of the NSJ towards implementing the national TIP policy, as called for in the original project design. This project is strategic for the NSJ's efforts to counter human trafficking. The project's strategies are based on the establishment of lines of action that support NSJ accomplish, monitor and evaluate the II PNETP, which, in turn, complies with the guiding principles of the National TIP Policy.

The original project design proposed actions for supporting the NSJ to develop mechanisms and tools for the implementation of the national policy and the II National Plan to Combat Human Trafficking, to contribute to the expansion of counteraction in Brazil. Therefore, five strategic results have been proposed that met the cooperation needs identified as priorities by relevant partners. The design has proven to be appropriate in terms of the demands previously identified by the NSJ and by the service provided under the project to overcome the NSJ weaknesses in the promotion and oversight of Brazil's TIP policy.

The design has not considered an initial baseline for measuring the short term effects and impacts of counteracting TIP in Brazil, or regarding the proposed project log frame. The project design should have proposed a longer timeframe, which considers the permanent coordination and negotiation of processes that result from the project and which require validation by at least 17 federal partners (including the Ministry of Health, the Ministry of Education and the National Secretariat of Human Rights), and the need for permanent dialog with the representatives of the National TIP Network in states and municipalities. The project design has properly responded to the initial proposal for activities and management arrangements for the implementation and monitoring of the cooperation project. In this sense, the project's design is clear, is based on a logical design and has an internal coherence between results, activities and specific objectives.

The Project's implementation was somewhat behind the originally planned schedule for execution and disbursements, which has reduced annual disbursements. Out of the total planned budget of US\$ 3.375 million, only about US\$ 600,000 was disbursed until August 2013. About 60% of the activities foreseen have either been completed or started, but some initiatives will require greater

execution efforts in year 2014. These delays have been justified by several conditions including: (a) the institutionalization of the II PNETP and bodies, which had been expected to take place in 2012, but only happened in April 2013; (b) changes in the National TIP /NSJ Coordination; (c) long coordination and negotiation processes, internally and with relevant partners, for the approval and validation of products; (d) the small staff at DEJUS/NSJ involved in TIP to do the work; (e) the complexity of the studies, surveys, diagnoses, methodologies and proposals for changes in TIP and related legislation; (f) a need to complete certain strategic activities before executing others, and which were dependant on pending decisions.

Although the NSJ did not face any significant or permanent budgetary restriction in 2012, in 2013 a process of widespread budgetary restrictions has been affecting the federal government as a whole, including the NSJ. This will require NSJ authorities to provide guidelines for a revision of the project's work plan for 2013 and 2014, to insure that the results will be achieved. The initial work plan has been updated, reflecting the monitoring of activities carried out by UNODC and NSJ.

The cooperation between UNODC, ABC and NSJ in the implementation of activities has contributed high quality to the outcomes achieved by the 11 contracts that have been executed or are being executed under the project, thus guaranteeing an high degree of credibility and the validation of a number of products such as: a proposal for methodologies; data collection processes and a selection of indicators; the sectorial diagnosis; the proposed pedagogical projects and the national framework for capacity building through TIP newsletters and accompaniment of TIP issues at the Congress; and the proposal for new TIP legislation that is in keeping with the international provisions established in UN conventions and the Palermo Protocol. The management arrangements and the modality of the project's execution by NSJ, ABC and UNODC have proven to be appropriate to conditions in Brazil. The costs of studies, surveys, meetings and consultancies carried out are also in accordance with the amounts practiced in Brazil for similar purposes.

Therefore, the project's implementation has been perceived as featuring a median level of effectiveness. Many of the management difficulties faced with regard to timeframes and resources could be attributed to external factors, such as: the need for broad coordination with a large number of partners; a lengthy process for approving and validating outcomes, aimed at ensuring the quality of results and fluidity during later stages; and the late approval of the institutionalization of II PNETP and of the form of participation of partners and civil society.

As observed earlier, the current implementation stage of project BRAX63 contributes to the achievement of the initially proposed results and objectives and several relevant activities for these ends have been fulfilled. Progress reports and interviews have allowed us to confirm that the initiatives undertaken with project support are key elements for establishing a strong base for the national TIP policy, while also supporting the implementation of lines of operation and the achievement of the corresponding targets, as defined in the II PNETP.

Within this context, the project has supported studies, surveys, the production of methodology and data and information gathering systems; a monitoring methodology and a methodology for the design of indicators for PNETP; TIP mechanisms and instruments for serving the victims of human trafficking and strengthening relationships between the three spheres of government, as well as for consolidating the National TIP Network.

The results presented in the I Monitoring Report for II PNETP allow us to confirm that the project has supported the achievement of objective 1: "Strengthening of mechanisms and tools for Institutional Management of the Policy to Counteract Human Trafficking and qualification of data and information for planning, monitoring and evaluation" by means of initiatives such as:

- (a) Institutional management of the policy developed and implemented by means of an integrated management, monitoring and evaluation model for PNETP, which promotes the necessary tripartite coordination between relevant partners and national players, and guarantees the inputs required for the revision of the national policy and action plans, and of the PNETP;
- (b) Promotion of proposals for improvements to Brazilian TIP legislation, in agreement with the international precepts established under the Convention and the Palermo Protocol;
- (c) Methodology for the functioning and overall architecture of CONATRAP has been prepared, insuring greater social participation, including by national players;
- (d) Preparation of manuals for services, protocols, forms and work flows for the different levels of complexity of attendance to TIP victims, with the goal of strengthening the TIP Network (Nuclei and Service Centres), which will grant homogeneity to national information and data on the topic;
- (e) Promotion and dissemination of channels for exchanging information and communication with civil society, public partners and relevant players, by means of social networks and a broader dissemination of information; and
- (f) Preparation and formal validation of a report containing the methodology for collection of data and information on TIP.

With regard to objective 2: “Improvement and expansion of the Network to Counteract Human Trafficking, including the training of actors and the strengthening of preventive mechanisms”, the project has supported the following lines of operation of II PNETP and the national policy by contributing to:

- (a) The establishment of the National Framework for Capacity Building on TIP and of 5 Pedagogical Projects for all target audiences involved in the fulfilment of the policy and of PNETP; based on the Framework, live and distance capacity-building training sessions will be held for players and partners engaged in prevention, to be provided by selected instructors, thus expanding Brazilian society’s ability to respond to the challenge;
- (b) Preparation of a manual and capacity building for journalists, to expand knowledge and provide greater visibility to the TIP issue in the mass media;
- (c) Preparation of the bases for the alignment of future campaigns and the dissemination of information; establishment of a database of the players and partners that work on the issue, and the creation of a national mailing list; expanding NSJ’s mobilization capacity vis-à-vis different political and administrative authorities;
- (d) Promoting the exchange of information, experiences and good practices with other countries, including participation in international and regional forums; providing major technical contributions during the structuring phase of the issue on the national agenda and so that Brazil can meet its international commitments; and
- (e) Launching of the Blue Heart Campaign in Brazil and establishment of the guiding principles for new national campaigns; the launching of a national call for proposals to support TIP prevention initiatives, to be carried out by Brazilian NGOs and that need greater strengthening; working with partners in a network and providing them with greater visibility at the municipal and state level.

Therefore, the analysis of available data, interviews and annual reports has allowed concluding that the project results are directly contributing to the achievement of its objectives. These contributions have become evident through proposals for modifications to the national TIP legislation, published reports and the I Monitoring Report of II PNETP.

The challenges faced by NSJ and UNODC throughout the execution of the project, especially regarding achievement of the five expected results, were addressed in a coordinated manner in compliance with consultations with many of the 17 partners. Furthermore, due to the transversal nature of the issue, initial agreements on content, concepts and guidelines were required and played a strategic role in the validation.

It is important to highlight that external factors, such as political support and the insertion of the TIP topic in the National Public Safety and Justice Policy, were key to promoting the strong progress of project results, as well as their validation by the top management of national partners. These favourable external conditions have allowed the project results to be presented as being strategically relevant for the fulfilment of the national TIP agenda and international commitments of Brazil. The political support and institutional priority received have enabled outcomes to be incorporated by partners into their management of the national TIP policy.

Therefore, it can be confirmed that the project results achieved so far demonstrate a high level of efficacy and have contributed to the project objectives. The results attained by August 2013 have contributed to the development and improvement of management mechanisms for counteracting human trafficking, supporting the NSJ. By the end of the implementation of the project, expectations are that models of integrated and efficient actions will be established for the application of the national policy by the NSJ. To achieve this goal, new laws must be approved and regulated, expanding the legislation on human trafficking crimes in Brazil.

The project has used partnerships and cooperation for its implementation, and to establish the roots of BRAX63 on a national level. The project has developed networks of national partners that are members of committees, inter-ministerial groups and councils. Special cooperation has been established with UNODC from the early project proposal stage until the current implementation stage. This collaboration and these partnerships have promoted important synergies with other international cooperation programmes and other Brazilian government programmes.

Therefore, the results achieved until the preparation of this evaluation can be considered highly satisfactory considering the project's external and internal conditions. Consensus was expressed by those interviewed that cooperation actions have had highly satisfactory results and were instrumental for assisting the NSJ and partners to manage the national TIP policy. It should be emphasized that it is not possible to assess to what extent the results achieved by the project are exclusively due to factors internal to the project. Technical cooperation actions have always been planned and implemented in collaboration with external factors – even though such external factors often remained within the NSJ and the MJ, as well as other partner ministries, due to the transversal nature of the topic.

Brazilian interviewees reported that the international cooperation actions carried out by the NSJ, together with UNODC, were very timely for the execution of initiatives at the national level. They have also expressed expectations that cooperation actions will be conducted in the future with other countries to counter human trafficking.

To implement this project, at least 40 meetings have been held at the federal level, with the collaboration of consultants hired to develop the initiatives. Each meeting had participation by an average of 10 to 15 partners. The project has supported advances in the proposal of tools and

mechanisms to be used by the NSJ to implement integrated and efficient actions under the national policy. Some of the short term effects of the project have already become evident, such as the expansion of the network of partners; proposals for legislation on TIP methodology for the management of the policy; the strengthening of the national TIP network by the provision of manuals and protocols; and the preparation of a TIP data collection method. Nevertheless, the effects and impacts of the project on the implementation of the policy will only be identified towards the end of the implementation of the project by means of a proposal to be drafted for the measurement of these effects. The progress achieved by these topics is the result of action by institutions from the executive, judiciary and legislative branches at the federal, state and local levels.

If current budgetary and organizational conditions at NSJ remain the same regarding the planning, monitoring and evaluation of the National Policy and the II PNETP, and based on the previous analyses, it is likely that the short term results and effects to be reached upon the complete implementation of the project will be highly sustainable over the following years. This high rate of sustainability will depend on: whether the topic will continue to be a political priority; the expansion of budgetary allocations for capacity building, research, diagnosis and information collection; the realization of national, state and international meetings; and the approval of the proposal for changes in the national TIP legislation, adapting it to the national reality and to the guidelines of Conventions and the Palermo Protocol.

To insure sustainability, it is important to insure the availability of additional technical resources for TIP at the NSJ, and that TIP continues to be a political and institutional priority on the national agenda. This can be achieved through the appropriate monitoring of progress achieved by public policies in the next three or four years regarding the topics of the project. For future sustainability, the establishment and functioning of the II PNETP Inter Ministerial Monitoring Group and the national TIP policy will continue to allow the NSJ to count on the collaboration of 17 ministries for the continued implementation of the actions of the plan.

Project BRAX63 has been evaluated as having a high relevance, a high degree of efficacy and a lower degree of efficiency; and as being highly likely to achieve its expected short and mid-term effects. The project's impacts and the sustainability of its results are likely to be achieved, as long as the NSJ provides the necessary resources – technical, administrative and financial - to support the coordination with partners that are strategic for national policy issues – and the corresponding implementation of the plan's targets for counteracting human trafficking.

Especially in recent years, Brazilian society has been acting to support the strengthening of these TIP initiatives, so that they may be carried out by authorities at all levels and branches of government, in a spirit of constitutionality and democracy, expanding democratic governance, justice, public safety and citizen safety, with social justice. Therefore, after 18 months of execution, it can be said that the project remains relevant and presents a high degree of efficacy, establishing highly favourable conditions for the achievement of short term effects and impacts – despite the fact that it has to improve its efficiency in terms of pace of execution and annual disbursement rates.

In the next months the funding for the execution of the project needs to be reduced, accompanied by a substantial review of the activities, so that the project may be fully implemented.

Since this is a mid-term evaluation, below are some recommendations for improving the performance of the project, as well as remarks regarding the continuity of the implementation process, in addition to some suggestions for preparing the final evaluation

IV. RECOMMENDATIONS

The recommendations are based on the analysis of the project documents, and on interviews with the main partners. They are operational and strategic for the completion of the project.

The main recommendations for NSJ are:

- Reduce the funding and activities for the execution of the project, to enable the execution of allocated funds, and the activities approved for the project implementation to be concluded in 2014.
- Continue increasing the pace of the execution of project actions by increasing the technical resources allocated to the project, reducing the timeframes for hiring and by preparing bi-monthly progress reports with proposals for corrective actions. The synergies between project outputs and NSJ's programmatic actions, other cooperation actions and joint actions with partners should be identified, with the goal of identifying effects and impacts in the final evaluation.
- Draft an exit strategy for the project, addressing the actions required so that the initiatives carried out may continue in the following years, and propose initiatives to reduce the risks to and guarantee: the sustainability of the results achieved; human, institutional and financial resources; mobilisation to support sector agents and partners; and maintain TIP as an institutional and political priority.
- Institutionalise processes, mechanisms and tools so that, together with the other Brazilian partners, they may continue to plan and evaluate the National Policy to Counter TIP and the National Plans to Counteract Human Trafficking, with special emphasis on the Protocols of Intention to be signed to formally approve the methodology for the collection of data and information and the digitalization of these procedures vis-à-vis federal partners and other political-administrative authorities.
- Continue acting strategically with relevant partners, civil society and political leaders to achieve short-term approval by Congress of a legislative proposal now being analysed. The new proposal is aligned with international standards and is suitable to the Brazilian legal framework to guarantee that the new law establishes penal, administrative and civil sanctions to counteract human trafficking, repress the activity and impose penalties on traffickers, while promoting services to victims and witnesses.
- Prepare a work plan for the next six months, proposing actions to be carried out regarding the dissemination, publication and multiplication of successful experiences, studies, manuals and surveys to relevant partners at the federal, state and municipal level
- In the short run, hold at least one live and one distance course, in accordance with the pedagogical proposals that have been prepared, to validate the capacity building programmes and allow the NSJ to prepare the TIP Capacity Building Plan for the next five years, engaging the National TIP Network and relevant partners.
- Prepare the project baseline, review the log frame and the monitoring framework and establish half-year targets to be achieved in the next 36 months, regarding the project

outputs and outcomes; and propose a plan to follow-up on the project's effects, to support the realization of integrated actions by the NSJ and the national TIP policy.

- Prepare an Action Plan for minimizing the risks of the election period, budgetary restrictions and ministerial changes, which are expected to take place in 2014.

The main recommendations for UNODC:

- Reduce funding for the project to enable the execution of allocated funds, and the activities approved for the project implementation to be concluded in 2014.
- UNODC should participate, together with the NSJ, in the preparation of proposals for action plans, work plans, and sustainability and risk reduction initiatives, taking into account the expansion of the project execution timeframe, which will increase the likelihood of project impact and sustainability. It is desirable that the representatives of the Tripartite Coordination and partners that are relevant to the issues to be addressed become actively engaged in this process.
- A process should be developed for the monitoring of the effects and impacts of the project, together with the NSJ. The process should consider the achievement of a scenario of change and the immediate objectives and development objectives, to support the final evaluation.
- The Local Office, in addition to the financial monitoring system used by UNODC, should prepare a monthly follow-up of the financial status of the project – per activity, result and immediate objective –to allow associating the costs for the achievement of outcomes indicated in the desired scenario at the end of the implementation of the project.
- The Local Office should implement a follow-up process for managing all project activities, to obtain information on the steps, responsibilities and internal and external timeframes for each one of the stages involved in the achievement of an activity (project management); and thus enable expanded efficiency in the execution of certain processes.

V. LESSONS LEARNED

The main lessons learned are:

- An initial design that includes definition of a project's activities reduces the chances for delay during periods of political and institutional change and allows continuous progress of the project.
- Projects involving different political-administrative players and partners and that require a strong synergy between players for their implementation should have an initial period dedicated exclusively to this coordination and be implemented in timeframes that are longer than the 3 years proposed.
- The original schedule for the project should have foreseen a longer period for collegiate decision-making processes, for validating studies and reports, because of the complexity of the topic being addressed, as well as the innovative nature of the transversal approach given to TIP.
- The joint participation of NSJ and UNODC in the design of the project and their on-going technical collaboration has promoted a wider national ownership of the project.
- Even though the technical cooperation norms do not indicate the need for the NSJ to prepare a bi-annual progress report for the project; because ABC uses the SIGAP (its own system), this follow-up tool has proven to be necessary for the NSJ and for the Brazilian government's auditing process.
- The process of preparing terms of reference, all decision-making regarding the qualifications of consultants, the lengthier bidding processes, letters of agreement for studies and research – should all be part of the activities that should begin in the first year of project execution, and should have timeframes longer than the selection process.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

MID-TERM INDEPENDENT PROJECT EVALUATION TERMS OF REFERENCE

1. BACKGROUND AND CONTEXT

Project Number:	BRAX63
Project Title:	“Support to the National Secretariat of Justice for improving the implementation of the National Policy to Fight Human Trafficking”
Duration:	January 2012 – December 2014 (36 months)
Location:	Brazil
Thematic Programme:	1. Rule of Law 1.1. Ratification and implementation of conventions and protocols 1.1.3. Improved capacity of national criminal justice systems to implement the provisions of the above-mentioned conventions and protocols
Executing Agency:	Ministry of Justice, through the National Secretariat of Justice (SNJ / MJ)
Partner Organizations:	DPF – Departamento de Polícia Federal, DPRF – Departamento de Polícia Rodoviária Federal, SENASP – Secretaria Nacional de Segurança Pública, SPM – Secretaria de Políticas para as Mulheres, SEDH – Secretaria de Direitos Humanos, MPU – Ministério Público da União, STF – Supremo Tribunal Federal, CNJ – Conselho Nacional de Justiça, STJ – Superior Tribunal de Justiça, ACNUR – Alto Comissariado das Nações Unidas para Refugiados, ICMPD – International Centre for Migration Policy Development.
Implementing Agency:	United Nations Office on Drugs and Crime – UNODC
Total Approved Budget:	USD 3,375,750
Donor:	National Secretariat of Justice (SNJ / MJ)
Project Coordinator:	Head of the Department of Justice, Classification, Titles and Qualification of the National Secretariat of Justice (SNJ / MJ) Mrs. Fernanda dos Anjos
Type of Evaluation:	Mid-term Independent Project Evaluation
Covered Period:	January 2012 – June 2013
Geographical Coverage:	Brasília-DF, Brazil
Core Learning Partners:	Please see Annex IV for a list of Core Learning Partners

Project BRAX63 was designed to strengthen the National Secretariat of Justice of the Ministry of Justice, operationalizing initiatives and interventions within its agenda to generate a broader impact under the support of an international agreement related to the Counteracting Human Trafficking thematic area.

Project's objective is to develop and improve mechanisms for managing and addressing human trafficking, supporting the National Secretariat of Justice in strengthening the implementation of integrated and effective actions.

BRAX63 has started in January 2012. Through these last 18 months, human trafficking has become a more known crime, since awareness has been rising in Brazil, mainly because of SNJ policies and its partnership with UNODC, with the support of the national media. Nowadays, this crime that was mostly unknown is a subject of discussion in the families and at work because of a Brazilian soap opera that has trafficking in persons as the main subject. This has increased the demands for public policies, legislation changes and government agents training.

The first semester of 2012, which marks the beginning of the Project BRAX63, was characterized by the completion of an initial training on project implementation for the national staff of the project, an initial meeting to set the annual work plan (for the year 2012). During this period, five workshops were held to gather input for the redesign of a bill on human trafficking. UNODC has been present in both (in fact, UNODC was present in all 5 seminars held with this purpose) and the idea is to present a bill to the Legislative Body in the second semester of 2012. Eight consultancies were contracted in 2012 and one letter of agreement was designed.

Moreover, two seminars on trafficking in persons were held: one about the importance of judicial cooperation to face this matter and another about international cooperation between Brazil the European Union (called "Diálogos Setoriais Brasil - União Europeia"). UNODC was present in both of them, participating as lecturers. And finally, the project supported a mission of eleven national collaborators to Europe (Portugal, Spain and Italy), where they had contact with the experience of these countries in counteracting human trafficking.

This year, the IX Meeting of the Working Group on data collection in trafficking in persons was held with the presentation of the final version of the proposed integrated methodology and the structure of the final report of the group's work. The close partnership UNODC has developed with the national counterparts has provided a new field for the discussion of these matters, Palermo implementation and for the international cooperation. The Blue Heart Campaign Against Human Trafficking was launched on May 2013.

The original project document and important documents will be made available to the selected consultant (a preliminary list of background documents is attached). Project's Outcomes, Outputs and Indicators are attached for reference.

2. DISBURSMENT HISTORY

Year	Overall Budget	Total Approved Budget	Allocation	Expenditure	Expenditure in % (**)
2012	3.375,750	776.586	478.500	424.273	89%
2013*	3.375,750	1.041,789	415.500	123.970	30%
TOTAL		1.818,370	894.000	548.240	61%

*Up to June 2013

** Expenditure considering the allocation.

The above implementation rates are for reference only. Detailed budget will be available for the selected consultant. All values are in USD.

3. PURPOSE OF THE EVALUATION

As foreseen in the Project Document signed between UNODC and the National Secretariat of Justice, this evaluation will be conducted under overall supervision of (1) UNODC / LPOBRA – Liaison and Partnership Office in Brazil, (2) UNODC / HQ / Independent Evaluation Unit (IEU) and (3) National Secretariat of Justice / Ministry of Justice.

The Evaluation is being undertaken in order to independently assess:

- a) The quality of the project concept and design;
- b) The effectiveness of the project in achieving its planned objectives, including UNODC and government partner mobilization and management of resources (budget, inputs, activities, and staff);
- c) Whether or not there were unanticipated results, either positive or negative, arising from project's implementation;
- d) The identification of lessons learned and good practices arising from the project for future policy making and planning. It will also provide specific recommendations regarding any follow-up actions required by UNODC and partner government administration to effectively sustain or improve support to the project's programs in the future. They should constitute proposals for concrete action, which could be taken to improve or rectify undesired outcomes. Recommendations may also address issues related to the project implementation and management.

The Mid-term Independent Project Evaluation is being undertaken approximately after 18 months of the project's implementation period so that lessons learned and recommendations made can be incorporated into the project itself, forward planning and new projects between UNODC and National Secretariat of Justice.

The stakeholders who will serve as the Core Learning Partners (CLP) to be involved in the evaluation are:

- The Project Director and Coordinator;
- Senior Officials from National Secretariat of Justice;
- Senior officials from the Brazilian Agency for Cooperation – ABC;
- UNODC staff at the Office in Brazil, including current and previous project staff;
- UNODC HQ Related Unit.

A key purpose of the evaluation is to help all stakeholders ('core learning partners') reflect on what has worked well and what has not, and thus learn from the evaluation process. The CLP will be involved in the evaluation and has the ability to provide input and comments as appropriate.

4. SCOPE OF THE EVALUATION

The mid-term Independent Project Evaluation shall cover the time period from January 2012, when the original document of the project BRAX63 - "Support to the National Secretariat of

Justice for improving the implementation of the National Policy to Fight Human Trafficking” and the budget were formally approved, to June 2013.

The geographical coverage of the evaluation can include Brazilian states but will have particular focus on the city of Brasilia. If necessary, proposed field arrangements will be discussed and arranged along the evaluation.

The evaluation should assess the project concept and design, more specifically:

- a) The project results on supporting to the National Secretariat of Justice for improving the implementation of the National Policy to Fight Human Trafficking;
- b) The project strategies in fighting Human Trafficking;
- c) The immediate objective/s and planned results and activities as compared to cost effective alternatives;
- d) The project document clarity, logic and coherence;
- e) The executing modality and managerial arrangements for the project implementation;
- f) Arrangements for monitoring and evaluation;
- g) The relevancy and impact of partnerships established between stakeholders and the civil society;
- h) The adequacy of the identification and assessment of risks to the project;
- i) The adequacy of prior obligations and prerequisites to be met by the Government;

5. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

Relevance:

- *How relevant is the thematic area of this project – Human Trafficking –to the national strategies of Brazil?*
- *To what extent is Project BRAX63 aligned with mandates, decisions and strategies of UNODC?*
- *Are the results of Project BRAX63 relevant in view of the current standards and international interest on fighting Human Trafficking and other related issues?*
- *To what extent is Project BRAX63 aligned with mandates, strategies and programmes of partner organizations such as their main donors?*
- *To what extent does the current organization structure of UNODC support SNJ’s mandates?*
- *Does Project BRAX63 provide an appropriate support to SNJ on improving the implementation of the National Policy to Fight Human Trafficking? Are the originally proposed project outputs/results relevant to the overall and immediate outputs of Project BRAX63?*

Quality of design:

- *To what extent were project objectives clear, realistic and appropriately documented?*
- *To what extent were project stakeholders appropriately involved in project formulation/design?*
- *To what extent did the project have adequate clear indicators (and targets), and were the proposed ‘means of verification’ (sources of information) appropriate and practical? How were the indicators meaningful and/or useful?*
- *How relevant/adequate/appropriate were the baseline data/information available, or plans made for its collection?*

- *To what extent was the project design consistent with and supportive of relevant partner government priorities and policies?*

Efficiency of implementation and quality of management

- *To what extent were the activities effectively planned, managed and monitored on an ongoing basis?*
- *Were sound financial management systems and practices used, which provided timely, accurate and transparent information on project expenditures and procurement?*
- *How satisfactory was the pace of activity implementation (or were there any significant delays)?*
- *Are stakeholders generally happy with the quality of project management?*
- *Has the project adequately documented, reported and disseminated information on what it is doing/has achieved?*
- *To what extent has the budget of Project BRAX63 been allocated and spent as planned?*
- *How irregular flows of resources to ensure adequate strategic planning were optimized?*

Effectiveness

- *Has BRAX63 been achieving its objectives and results, as per the project document?*
- *Was the quality of project results satisfactory, and was this appropriately monitored by the project?*
- *How effective is BRAX63 on the dissemination of information on fighting human trafficking through its various technical initiatives to the general public and member states? How could it be improved?*
- *Have project results directly contributed to the achievement of desired/planned objectives, and what is the evidence?*
- *Were unforeseen challenges to the implementation of the project handled creatively and effectively?*
- *To what extent was the progress made due to the result of BRAX63 activities' rather than to external factors? How did external factors impact on the effectiveness of Project BRAX63 activities?*

Impact and sustainability

- *What are the intended or unintended (positive and negative) long-term effects of the project?*
- *What difference has BRAX63 made to Member States, key stakeholders, on regards to initiatives towards fighting human trafficking?*
- *What, if any, are the identified threats to sustainability of benefits, and have these been appropriately addressed/managed by the project?*
- *Should Project BRAX63 be involved in pursuing impact on other substantive areas? Could Project BRAX63 be more innovative in terms of products and initiatives?*
- *To what extent will the benefits generated through the project be sustained after the end of project's duration?*
- *Have the beneficiaries taken ownership of the objectives to be achieved by the project? And, which beneficiaries in particular? Are they committed to continue working towards these objectives once the project has ended?*

- Does BRAX63 receive sufficient financial and human resources to adequately meet its objectives and mid and long-term objectives and priorities?

Lessons learned and best practices

- What lessons can be learned from the project implementation in order to improve performance?
- What best practices emerged from the project implementation?
- What recommendations can be made to improve Project BRAX63 in order to increase relevance, effectiveness, efficiency, impact and sustainability?
- What lessons can be drawn from the partnerships established in the scope of Project BRAX63?

6. EVALUATION METHODOLOGY

When conducting the evaluation, the evaluator needs to take into account relevant international standards, including the UNODC Independent Evaluation Unit (IEU) Evaluation Policy and Guidelines³ and the United Nations Evaluation Group (UNEG) Norms and Standards.

Given the specificity of the subject, a qualitative model is recommended in order to cover all important aspects of the project and shall be included in a detailed evaluation plan to be provided in a proposal (Inception Report) and discussed with UNODC and SNJ. Analysis of the collected information will be used for a determination of the project's effectiveness by applying the principles of the qualitative models. All evaluation findings need to be triangulated through various sources and methods in order to ensure their credibility and reliability.

Primary sources of data include, among others:

- ✓ Qualitative methods: Structured and semi-structured interviews with key stakeholders, key informants or representatives of different interested entities (face-to-face, by telephone or by webcam)

Secondary sources for the desk review will include, among others:

- ✓ The project documents (Project BRAX63)
- ✓ Annual and Semi-Annual Project Progress Reports (2012 – June 2013)
- ✓ Publications issued under the project (if any)
- ✓ Minutes of Tripartite Meetings
- ✓ Other Relevant Documents

It is anticipated that the following methods will be used by the evaluation consultant:

- Preliminary desk review of all relevant project documentation, administrative and financial records, as provided by UNODC and independently accessed by the evaluator (e.g. from the web or through other professional contacts/sources). The desk review must be summarized and submitted as an inception report, which further specifies the evaluation methodology, determines

³ All normative tools, guidelines and templates for the evaluation process can be found on the IEU-website: <http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

its exact focuses, scope and data collection instruments. See Section 13 for preliminary list of documents to be used.

- Preparation of questionnaires that will be answered with information provided by all key informants and key players, implementing partners, academic institutions (if any), and clients of the services (if any), the questionnaires should address both qualitative aspects;
- Ongoing email and phone communication with stakeholders as required, including with respect to confirming all field work arrangements, meetings, etc;
- Preparation of an inception report, which includes a detailed statement of proposed evaluation methods and design matrix. Besides, the evaluation criteria, indicators, sources of information and methods of data collection must be specified at the Inception Report. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards. Evaluator must present the detailed design matrix and evaluation instruments to UNODC prior the field visits;
- Field visit; Face to face interviews using structured or semi-structured questionnaires with key informants/service providers and key project stakeholders, both individually and (as appropriate) in small groups. If necessary, conduct focus group discussions with regional beneficiaries. This would include an initial meeting with staff of UNODC Office for Brazil and Southern Cone;
- Interviews with key informants and key players (face-to face or by telephone): Donor (Brazilian Government), UNODC HQ , implementing partners, and senior officials from the Administrations/Governments and clients of the services;
- Presentation of preliminary evaluation findings at a debriefing at the UNODC Liaison and Partnership Office in Brazil;
- Final reflection on and analysis of all available information, preparation of the draft evaluation report (based on UNODC Evaluation Report Guidelines and Format) and submission to UNODC and appropriate stakeholders including the CLP; and
- Preparation of the final evaluation report, following feedback from UNODC and stakeholders on the final draft report.
- Presentation of the final findings after the assessment of IEU.

Following acceptance of the final evaluation report, UNODC and IEU will then be responsible for disseminating the results of the evaluation to key stakeholders.

7. TIMEFRAME AND DELIVERABLES

The evaluator will have the overall responsibility for the quality and timely submission of all deliverables, as specified below:

- (a) A detailed inception report with: the refined work plan plan, methodology and evaluation tools;
- (b) A draft evaluation report with findings, lessons learned, and recommendations and in line with UNODC evaluation policy and guidelines⁴; and
- (c) A final evaluation report.

⁴ All UNODC evaluation guidelines, templates and tools can be found on the IEU-website:
<http://www.unodc.org/unodc/en/evaluation/normative-tools.html>

- (d) Presentation of evaluation findings and recommendations to CLP and other key stakeholders

The evaluation will be undertaken over roughly a 8 week period, starting with the desk review of project documents and preparation of the questionnaires until **August 2013**, and ending with the production and submission of the final evaluation report not later than **8th October 2013**.

The evaluation consultant will provide up in a period, broken down roughly as follows (**the tentative dates may change according to the recruitment process conclusion**):

When (Tentative dates)	N° of Days	Planning (Tentative)	Outcomes	Where (Location)
15,16 and 19 August	3	Desk Review	Desk Review completed	Home/ via phone
20 - 23 August	4	Preparation of inception report with evaluation Methodology and Instruments	Draft inception report with detailed evaluation plan and methodology prepared	Home/Via Phone
26 - 27 August	2	Commenting of evaluation methodology and instruments (Phone conference)	Round of comments among relevant stakeholders (UNODC and implementing partners)	Home/Via Phone
28 August	1	Incorporating comments	Finalization of evaluation tools and instruments	Home/Via Phone
29 August	1	Testing of evaluation tools	Draft inception report finalized; Evaluation tools (interview sheets; questionnaires) are finalized and ready for evaluation	Home/ Via phone
30 August	1	Briefing of evaluator to Project coordinator, and UNODC relevant staff (Phone Conference)	Draft inception report agreed. Methodology and evaluation plan agreed.	Home/ Via Phone
2 September	1	Delivery the Final version of the Inception Report	Inception Report submitted to IEU for clearance	Home
3 – 6 September	-	Clearance of Inception Report	Inception Report submitted to IEU for clearance	-
8 September (Arrive in Brasilia, Brazil) – 13 September (leave Brasilia, Brazil)	6	Field mission Interviews with identified stakeholders and survey of identified beneficiaries	Data from major stakeholders collected	Brasilia - Brazil
16 – 20 September	5	Data analysis and preparation of a draft evaluation report	The first full draft of evaluation report is prepared and submitted to UNODC and implementing partners	Home
23 – 24 September	2	Commenting Evaluation Draft	Round of comments	Home/ Via phone

		report (Phone Conference)	among relevant stakeholders (UNODC and implementing partners)	
25 September	1	Incorporating comments	Finalization of the report	Home
26 September	1	Delivery the Draft Evaluation Report	A final evaluation report submitted to UNODC and Project Manager	Home
27 September – 4 October	-	Clearance of Draft Evaluation Report	Evaluation Report submitted to UNODC and implementing partners	-
7 October	1	Preparation of evaluation summary on project	Evaluation summary submitted to UNODC	Home
8 October	1	Delivery of the Final Evaluation Report and Executive Summary in English	Final Evaluation Report and Executive Summary in English submitted to UNODC	Home
9 – 18 October	-	Clearance of the Final Evaluation Report and Executive Summary	Final Evaluation Report and Executive Summary in English submitted to IEU for final assessment and posting on the website	-
21 October	1	Presentation of the Evaluation Findings	Evaluation Findings presented to UNODC and implementing partners	Home/ Via phone or Field Official Presentation
Total Working days	31			

8. EVALUATION TEAM COMPOSITION

The mid-term Independent Project Evaluation is based on document analysis and interviews with key persons. It is an external, independent evaluation, carried out by external consultants hired to this specific purpose.

The consultant will consider comments received and will reflect them, as appropriate, without compromising his/her independence and impartiality. While UNODC LPOBRA and Government partner are also part of the Core Learning Partners, and will provide input and comments as appropriate, their role is also to manage the process and logistics of the evaluation

The evaluator will review available key documents and conduct a thorough desk review. These documents will encompass closely related ones to the project as well as context – specific one from the government and development organizations.

The evaluation team will be composed by one independent external evaluator and, if necessary, an assistant (translator) that will assist with translation (written and spoken). The evaluator and the assistant must not have had prior involvement with SNJ or in the project BRAX63 on any of its implementation phases. The independent external evaluator should hold expertise in qualitative research evaluation methods and work experience with the United Nations.

The evaluation team will include:

1) One International Evaluator with extensive experience in and knowledge of qualitative research. He/She shall be familiar with fighting human trafficking themes, National Legislation on human trafficking and international instruments on the subject. Work experience with the United Nations is desirable;

2) If necessary, one Assistant: with experience on translation/interpretation (Portuguese – English/ English – Portuguese) and with fluency in English and Portuguese (to be hired separately, if necessary).

The evaluator and the Assistant (translator) will not act as representative of any party and should use their independent judgment. The evaluator and the Assistant (translator) were not involved in the design, appraisal or implementation of the project. The evaluator will be and remain throughout the process independent and impartial.

The evaluator and the Assistant (translator) will work closely with the Project Director and Coordinator from SNJ and UNODC Governance and Justice Unit, who will provide the overall guidance. The Evaluation team does not have the authority to make any commitment on behalf of the project parties, i.e. UNODC, recipient countries and donors.

The Assistant (translator) will be contracted, separately, if necessary, by UNODC LPOBRA, according to National Execution Rules and Regulations and he should not have any previous or current or foreseen involvement with the project.

Members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the project under evaluation.

The consultants are contracted by UNODC. The qualifications and responsibilities for each team member are specified in the respective job descriptions attached to these Terms of Reference (Annex)

9. MANAGEMENT OF EVALUATION PROCESS

9.1. Management Arrangements

The independent evaluation will be carried out following UNODC's evaluation policy. The evaluation team will work closely with the UNODC Liaison and Partnership Office in Brazil.

9.1.1 Project Manager

Project BRAX63 Management (LPOBRA and SNJ) is responsible for the provision of desk review materials to the evaluation team, commenting on the evaluation methodology, liaising with the core learning partners, as well as commenting on the draft report, assessing the final report and participate in disseminating the final report.

Project BRAX63 Management will be in charge of organizing the agenda and setting-up meetings with selected stakeholders and beneficiaries for the field mission of the evaluation team. This will include making prior contact with key stakeholders to ensure they are aware of the purpose of the evaluation, and are willing and able to meet with the evaluation team.

Furthermore, it will ensure that the evaluation team has timely access to all relevant project documentation, at least 2 weeks before start of the field work. This will include a list of key contacts (including names, position, agency and e-mail addresses) of stakeholders.

The Project Management Officer may join, if needed, the evaluation consultant for some parts of the field work, although will not directly participate in interviews with stakeholders.

9.1.2 Evaluation Team

Roles and Responsibilities of the Lead Evaluator:

- ✓ Carry out the desk review;
- ✓ Develop the evaluation methodology, including sample size and sampling technique;
- ✓ Draft the inception report and finalize evaluation methodology incorporating relevant comments;
- ✓ Conduct all the interviews with Stakeholders, including in the Field Mission;
- ✓ Lead and coordinate the evaluation process and the oversee the tasks of the National Liaison/ Evaluation Assistant;
- ✓ Implement qualitative tools and analyse data;
- ✓ Triangulate data and test rival explanations;
- ✓ Ensure that all aspects of the terms of reference are fulfilled;
- ✓ Draft an evaluation report in line with UNODC evaluation policy;
- ✓ Finalize the evaluation report on the basis of comments received;
- ✓ Support to UNODC on scheduling the meetings for the field mission (if necessary);

NOTE: The evaluator will be responsible to provide logistical and administrative arrangements, including: travel and accommodation, visa issue, and other related issues for the field visit;

Roles and Responsibilities of the Assistant (if necessary)

- ✓ Translate documents (Portuguese – English/ English – Portuguese);
- ✓ Work as an interpreter (Portuguese – English/ English – Portuguese) in all meetings of the field mission;

Independent Evaluation Unit (IEU)

The Independent Evaluation Unit provides templates, guidelines and evaluation tools through their website, clears the ToR and the final Inception Report and assesses the final evaluation report. Furthermore IEU will place the final evaluation report on the evaluation website.

9.2 Logistical support

While in the field mission the evaluation team will travel to Brasilia and cities where State Offices were implemented. In all these places meetings will be held with relevant senior officials involved in policy making, planning, and resource allocation decisions relevant to supporting implementation of the BRAX63 project; civil society, academic institutions and implementing partners and service recipients.

At the end of the field mission, a de-briefing meeting with UNODC Country Office Staff and Government (SNJ) is expected.

In case the present evaluation requires travels to different cities in Brazil the consultants should not have any restrictions that may limit their ability to engage in trips around the country.

The evaluation consultant will be fully responsible for providing his/her own lap-top computer, and for his/her communication, report production costs, visa, and others (if necessary). **Secretarial support will not be provided by the project manager.**

It is understood that the evaluator would not hold the UNODC LPOBRA responsible for any unforeseen or untoward incident during the evaluation. It is recommended that the evaluator secure his/her own insurance coverage during the conduct of the evaluation.

10. PAYMENT MODALITIES

The indicative total budget for the evaluation is as follows:

Consultancy fees (daily fee maximum \$ 500,00)	USD 15.500
Incidentals (communication, postal, sundries)	USD 1.000
TOTAL:	USD 16.500

Airfares and Daily Substance Allowance (DSAs - According to Brazilian Gov. DSA Table) will be provided by UNODC LPOBRA and/or Executing Agency apart from the consultancy payment for the field mission and, if necessary, the presentation of the evaluation findings.

The daily fee for services will be assigned according to the Brazilian National Execution Rules. The total daily fee will be calculated based on the agreed number of working days while in field mission.

The payment of services will be made in installments upon certification of satisfactory performance at each phase, according to the table below:

Installment	Percent Distributed	Documents
1 st installment	25 %	Upon delivery and clearance (by IEU) of Evaluation approach and Methodology (Inception Report)
2 nd Installment	25%	Upon clearance (by Project Manager) of the Draft Evaluation report
3 rd Installment	50%	Upon presentation of the Final Evaluation report/findings

The financial support from the present evaluation should not be used for payment of taxes or fees. Eventual fees or taxes should be paid by the contracted party with its own resources and will be consider as counterpart.

UNODC will issue a short-term consultancy contract to the successful candidate. The contract will be valid until **21 October 2013**. This date may change accordingly to the recruitment process conclusion.

All payments to the consultant will be made by bank transfer, previously informed, after the recruitment process finishes. The full amount paid to the consultant may change according to the

total of working days, the date of signing the contract and the level/ experience (based on UN consultancy categories) of the consultant.

11. RECRUITMENT CRITERIA

Required area of expertise of the independent evaluation expert includes:

11.1 Minimum Requirements:

- University degree;
- Master's degree in political science, social sciences, or related areas;
- Expertise in technical evaluation on at least two different projects;
- Fluency in English and/or Spanish (oral and written).

Candidates that do not demonstrate the achievement of the minimum requirements will be immediately excluded from the selection process.

11.2 Desirable Requirements:

11.2.1 Strong Assets

- Specialization in evaluation, social statistics, qualitative research and/or analysis;
- Prior experience in planning, designing, analyzing and reporting results of qualitative studies (survey design and implementation);
- Knowledge and familiarity on Brazilian National Policy addressing Human Trafficking;
- Knowledge and familiarity with Human Trafficking issues;
- Knowledge and familiarity with international instruments, especially conventions related to Human Trafficking;
- Expertise in technical evaluation on three or more different projects;
- Progressive experience in research (qualitative models);
- Fluency in Portuguese (oral and written);

11.2.2 Other Assets:

- Progressive experience on social sciences research;
- Experience and Knowledge of the UN System;

For information on the criteria to analyze the desirable requirements please refer to Annex I – Evaluation Criteria.

12. BRIEFINGS, CONSULTATIONS AND ADMINISTRATIVE SUPPORT

Upon arrival in Brasília, the mission will be briefed by the UNODC Representative (if needed), by the Project Management Officer and the Project Coordinator (National Executing Agency – SNJ), who will provide the necessary substantive and operational support.

While in Brasilia, UNODC and executing agency will provide full support to the evaluators with office space only.

The field mission is expected to last approximately 5 (five) working-days. Airfares and Daily Substance Allowance (According to Brazilian Gov. DSA Table) will be provided by UNODC LPOBRA and/or Executing Agency.

13. EVALUATION REPORT AND FOLLOW-UP

Although the evaluator should take the views expressed into account, it should use its independent judgment in preparing the final report. Within one week after the end of the mission the evaluator will produce the draft report in English that will be circulated for comments to the Project Executing Agency and to the UNODC Brazil. The evaluator may then incorporate any comments in the final evaluation report using his independent judgment.

The UNODC standard format and guidelines for the preparation of project evaluation reports will be followed by the evaluator. The UNODC standard format for the final evaluation report can be found at the following website: <http://www.unodc.org/unodc/en/evaluation/evaluation.html>

The final version of the evaluation report shall be sent to the UNODC, Brazil, in not more than 25 (twenty five) days after leaving Brazil. The report shall be submitted in English **not exceeding 25 pages (total, not including annexes)**, to the office at headquarters responsible for the project, executing agency and UNODC Liaison and Partnership Office in Brazil. If hired, the assistant will be responsible for all the translation costs.

UNODC will distribute the final report to the other parties of the project. The report will be discussed at a project final tripartite meeting where conclusions and recommendations on the evaluation will be made.

14. APPLICATION PROCEDURES

Applicants are requested to send a completed United Nations Personal History Profile (PHP) available on the UN websites (<http://jobs.un.org>) and/or CV, a list of publications for the last five years, an application letter (in English) and names and contacts of three references to UNODC by e-mail recrutamento@unodc.org. The deadline for applications is **xx July 2013. (1) Documents received after the deadline will not be considered; (2)** Please refer to the vacancy title “**Project BRAX63 – Mid-term Independent Project Evaluation**” in any correspondence. Due to the expected high volume of applications, only candidates under serious consideration will be contacted.

Annex I – Selection Criteria

Selection Criteria		
Minimum Requirements		
Requirement	Yes	No

1. University degree		
2. Master's degree in Political Science or Social Sciences or related areas		
3. Expertise in technical evaluation on at least two different projects		
4. Fluency in English and/or Spanish (oral and written)		

Candidates that do not demonstrate the achievement of the minimum requirements will be immediately disqualified.

Selection Criteria					
Desirable Requirements					
Value	Requirement	Criteria		Total	Maximum Points
20	Knowledge and familiarity on Brazilian National Policy / Legislation on fighting human	No	0	0	20
		Yes	1	20	
20	Expertise in technical evaluation on three or more different projects;	Up to 2 projects	0	0	20
		3-5 projects	1	10	
		5 projects -more	2	20	
10	Progressive experience in research design methodology (Qualitative models);	No experience	0	0	10
		Up to 2 years	1	5	
		3 years -more	2	10	
10	Prior experience in planning, designing, analyzing and reporting results of qualitative studies (survey design and implementation);	No experience	0	0	10
		Up to 2 studies	1	5	
		3 studies - more	2	10	
15	Fluency in Portuguese (oral and written);	No fluency	0	0	15
		Fluency written	1	7	
		Fluency oral/written	2	15	
10	Knowledge and familiarity with the Fighting Organized Crime / Human Trafficking Issue	No	0	0	10
		Yes	1	10	
5	Knowledge and familiarity with international instruments related to fighting human trafficking	No	0	0	5
		Yes	1	5	
5	Experience and Knowledge of the U.N System	No	0	0	5
		Yes	1	5	
5	Progressive experience on social sciences research;	No experience	0	0	5
		Up to 2 years	1	2	
		3 years - more	2	5	
100					100

Annex II – Outcomes, Outputs and Indicators

Expected status at the end of the project (outcomes):

- Social and federative networking structured to handle the Human Trafficking.

- National Council or Committee established and in operation.
- Information Observatory on human trafficking designed and in operation.
- Information Array on human trafficking designed.
- Pedagogical projects designed and replication array of courses developed.
- Architecture of information and data collection system improved.
- Research and studies conducted.
- Network of care, reintegration and victims protection mapped.
- Knowledge and Good Practices Fair in counteracting human trafficking held.
- Mechanisms for access to justice duly surveyed.
- Blue Heart campaign duly held and surveyed.
- Artistic-cultural projects to raise awareness about the issue executed.
- Actions to prevent the human trafficking undertaken.
- National indicators developed and validated.
- Project evaluated and monitored.

Expected results and activities:

Result 1.1: Institutional management of the policy for handling with the Human trafficking, duly developed, implemented and evaluated.

1.1.1. Improve the management, monitoring and evaluation systems of the National policy for handling human trafficking;

1.1.2. Improve the architecture and develop the operation methodology of the National Council for Handling the Human trafficking;

1.1.3. Promote the social participation through the establishment of a decentralized system of councils and/or Committees;

1.1.4. Improving the legislation on human trafficking;

1.1.5. Prepare actors of the Brazilian Government and neighbouring countries to promote international cooperation in border areas and with countries on trafficking routes;

1.1.6. Define methodology and service flows, procedures and responsibilities at different levels of complexity to assist victims of human trafficking;

1.1.7. Conduct and facilitate strategic planning and fixing of the routes of human trafficking;

1.1.8. Replicate good practice and products of the project through the development of reports, systematization and manuals.

Result 1.2. Specific information and data collection system implemented.

1.2.1. Improve the architecture of the information and data collection system;

1.2.2. Develop methodologies, research, studies and diagnoses on human trafficking;

1.2.3. Design and implement the Observation Centre on Human Trafficking;

1.2.4. Strengthen the exchange of information between the public safety bodies and justice in the investigation of cases of human trafficking, as well as among the network of actors involved in actions for prevention and provision of care to victims;

1.2.5. Develop a conceptual framework, methodology and diagnosis in identification of mixed flows.

Result 2.1. Training of actors involved in the actions to counteract human trafficking duly strengthened.

2.1.1. Build the National Training Matrix in Handling Human Trafficking in line with other existing cross-sector arrays;

2.1.2. Design political-pedagogical projects of courses according to the profiles of the actors involved in the National Policy to Counteract Human Trafficking;

2.1.3. Update and/or adapt and perform classroom and distance learning actions;

2.1.4. Constitute a database of educators selected based on profiles of different professionals who work on addressing human trafficking;

2.1.5. Develop guidance manuals and train professionals in the area of tackling of human trafficking.

Result 2.2. Network to Combat Human Trafficking strengthened.

2.2.1. Survey policies, social programs of victim's reintegration and protection;

2.2.2. Survey and mobilize network of actors involved with the issue of human trafficking;

2.2.3. Set the alignment and dissemination strategy of information on counteracting human trafficking for different audiences;

2.2.4. Promote knowledge exchanges and identification of promising experiences;

2.2.5. Develop methodologies for conducting a knowledge and good practices fair in coping with human trafficking;

2.2.6. Survey and develop mechanisms to access justice for victims of Human Trafficking.

Result 2.3. Mechanisms for preventing human trafficking strengthened.

2.3.1. Adjust the Blue Heart Campaign to the Brazilian context and prepare its implementation;

2.3.2. Develop cultural and artistic projects to raise awareness about the issue of human trafficking;

2.3.3. Produce information and specific campaigns for the clarification and awareness on the issue of human trafficking;

2.3.4. Foster actions to prevent trafficking in human beings.

Indicators

Number of persons and institutions that will have joined the campaign.

Number of persons trained.

Number of educational projects designed.

Network strength level for coping with human trafficking.

Number of centres and advanced stations supported.

Number of reports generated by the Information System.

Number of surveys and studies on the topic of human trafficking

Selection method and number of good practices identified.

Number of state plans and policies approved.

Number of Committees and/or Councils created.

Annex III – DOCUMENTATION

Key reference documents for the evaluation will include, amongst others:

1. Project Documents
2. Annual and Semi-Annual Project Reports
3. Project Progress Reports
4. Minutes of Tripartite meetings
5. Other relevant documents (this list will continue to grow as the evaluation progresses)

All referred documents will be sent to the selected evaluator, after the recruitment process finishes. This list will be an annex in the final evaluation report.

Annex IV – LIST OF CLP MEMBERS

Pedro Henrique Holanda Meireles
Gerente de Cooperação Técnica Multilateral
Agência Brasileira de Cooperação (ABC/MRE)

Mariana Horta Vieira de Miranda
Assistente de Chancelaria
Agência Brasileira de Cooperação (ABC/MRE)

Fernanda Alves dos Anjos
Diretora do Departamento de Justiça, Classificação, Títulos e Qualificação
Secretaria Nacional de Justiça - Ministério da Justiça (SNJ/MJ)

Tatiana Tutida Ribeiro Corrêa
Coordenação de Enfretamento ao Tráfico de Pessoas
Secretaria Nacional de Justiça - Ministério da Justiça (SNJ/MJ)

Annex V – TOOLS, NORMS, GUIDELINES AND TEAMPLATES FOR THE EVALUATION PROCESS

The UNODC standard formats, tools, norms, guidelines and templates to be used for the evaluation-process can be found at the following website:

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

ANNEX II. DESK REVIEW LIST

- Cover Letter Signed Project BRAX63
- Signed Document of the Project BRAX63
- Terms of Reference for the Mid-Term Evaluation
- Annual Work Plan 2012/2014
- Report of Tripartite Meeting UNODC/ABC/FPD (Feb 2012)
- Reports of UNODC and NSJ Meetings 2012 e 2013
- Project's Budget Sheets
- Annual Project Progress Report 2012 (APPR)
- I Semester Project Progress Report 2013 (APPR)
- Financial Reports 2012, 2013
- Final Evaluation Report BRAS25
- Reports of Consultancies executed 2012/2013
- Reports of the NSJ events and technical meetings with other Ministries 2012/2013
- Reports to Brazilian Agency for Cooperation (ABC) from Ministry of External Relations (MRE)
- Reports of Evaluation of the I PNETP
- Report of I Monitoring of II PNETP (September 2013)
- Reports of Federal Controllers Institutions of the Technical Cooperation NSJ Project
- Reports elaborated by 10 Consultants of BRAX63 (2012/2013)
- Report elaborated by ICMPD (2013)
- I PNETP (I National Plan to Fight Human Trafficking)
- II PNETP (II National Plan to fight Human Trafficking)
- National Policy to Fight Human Trafficking

ANNEX III. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Project Name: BRAX63 - Support to the National Secretariat of Justice for improving the implementation of the National Policy to Fight Human Trafficking

Themes: Organized Crime and Trafficking Branch (OCB)

UNODC Thematic Programme Outcome to which this project directly contributes: 1. Rule of Law; 1.1. Ratification and implementation of conventions and protocols; 1.1.3. Improved capacity of national criminal justice systems to implement the provisions of the above-mentioned conventions and protocols.

Interviewed name:

Position:

Institution:

Telephone:

E-mail:

Interview date and venue:

For more information on the performance of this project, lessons learned, and recommendations for future projects in this field, interviews are being conducted with people and institutions involved in the execution of the Technical Cooperation or whose partners are involved in the project. We thank your participation in this assessment process and for your support in this interview that contains a series of questions that must be answered in no more than 50 minutes. Thanks for your cooperation.

Question 1: What was your involvement in the technical cooperation project for the strengthening of the NSJ/MJ in the fight human trafficking in Brazil?

Question 2: How would you assess the results and challenges, needs, and priorities of this cooperation? Could you give examples?

Question 3: What results, in your opinion, have been achieved until 2013? To what extent:

Very satisfactory; Satisfactory; Not too satisfactory; Unsatisfactory; No opinion
Could you indicate which of the results achieved or to be achieved until 2015 had the greatest impact on you/your institution?

Question 4: In the near future, with the continuation of these actions until 2015, do you think that it would be possible to achieve greater impact on public policies to fight human trafficking? What future actions would be necessary to achieve more sustainability and national impact on this theme until the end of the Project's implementation?

Question 5: How did this Project contribute to strengthen national strategies?

human rights; citizenship and democracy; labor and gender policy; participation of various actors; strengthening of technical and public safety management; information and capacity-building on the theme.

Question 6: How did this Project contribute to the promotion of partnerships or support to more interaction among public institutions, NGOs, and individuals? Could you give an example? Do you consider the project's contribution for partnership with civil society?

Very satisfactory; Satisfactory; Not too satisfactory; Unsatisfactory; No opinion.

Question 7: How do you evaluate the project's coordination and integration of efforts with other actions/strategies and policies of other national institutions and international sponsors? Could you give an example?

Question 8: What were the main lessons learned until end of 2013 from the execution of this technical cooperation? Could you give an example?

Question 9: What improvements do you/your institution think should be introduced in the design of new projects to achieve more effectiveness and efficiency?

Question 10: What were the main factors that make it difficult to accomplish this technical cooperation? How were they overcome? Could it have been conducted any other way?

() Legal framework and regulations () Counterpart's commitment; () Insufficient counterpart resources; () Counterpart's implementation capacity; () Opposition from the community; () Consultants' performance; () No Coordination among institutions; () Project design; () Public safety issues; () Changes in national policy; () Changes in counterpart's policy; () Faulty monitoring and assessment; () Others (please name).

Question 11: What were the main factors that facilitated the implementation of this technical cooperation? How were they overcome? Could it have been done any other way?

() Legal framework and regulations () Counterpart's commitment; () Sufficient counterpart resources; () Counterpart's implementation capacity; () Support from the community; () Consultants' performance; () Coordination among institutions; () Project design; () Public safety issues; () No changes in national policy; () No changes in counterpart's policy; () Satisfactory monitoring and assessment; () Others (please name).

Question 12: Do you believe that the benefits of this project will be sustainable after the end of this cooperation? Could you give examples? And what about the short-, medium- and long-term impacts? Could you give examples? Could it need to promote until 2014 other initiatives to be more sustainable? And after that date?

Question 13: What were the outcomes and outputs accomplished or to be soon accomplished regarding the development of the fight against trafficking in person's policy area according to the themes of the project? And regarding NSJ's knowledge about /dissemination of the themes of the project? For society? For other Ministries? And for you?

Question 14: What results already produced effects/changes in your institution/you? Could you give examples? And in ministries and institutions that participated in the project's capacity-building activities and tripartite meetings?

Question 15: Do you consider that the human, technical, and financial resources proposed in the design of this cooperation were adequate for implementing project until 2013? Would you change these conditions to the end of projects' execution?

Question 16: The cooperation with UNODC responded adequately and in time to the necessary execution of the project? Could you give examples of tools and mechanisms adopted for the implementation of the project?

Question 17: How were the partners and direct beneficiaries involved in the participation, planning, and implementation process of this cooperation?

Question 18: Was it possible during the project to implement a process to share information about the project with other partners, institutions, ministries, secretariats and society?

Question 19: Was the choice of concentrating on specific themes suitable for the project's implementation strategy? Why? Would you have chosen other areas of action? Why?

Question 20: Have the project follow-up tools and tripartite meetings proven to be efficient and effective for the management of the project? And how was the project monitored by NSJ/MJ? Was there a structured Coordination Network? Could you name improvements in the monitoring process used by the NSJ regarding National Policy and II National Plan?

Question 21: Do you think that the experience acquired until 2013 could be taken to other levels: state and local? And could it be transferred to other countries? And could it be used as a tool? Could you name improvements for this transfer to be successful?

Question 22: What areas of cooperation have shown better potential for a future cooperation with UNODC on the same theme?

Question 23: What changes to the current cooperation strategies and cooperation practices with UNODC would you suggest concerning the fight against human trafficking? Difficulties faced?

Additional comments and suggestions:

Thank you

ANNEX IV – RESULTS AND ACTIVITIES ACHIEVED

Result 1.1 Institutional Management of the Policy for Handling Human Trafficking duly developed, implemented and evaluated.

As mentioned earlier, **Result 1.1** is being reached through the functioning of the II PNETP Inter Ministerial Group for Monitoring and Evaluation and the Tripartite Coordination, which follow up on the implementation of the National Policy and of the National TIP Plan. In October 2013, the 1st Progress Report on the implementation of the II PNETP was published and made available to stakeholders on the MJ website. This report indicates the current status of achievement of the 115 targets established for the five strategic threads of the Plan.

Through **Activity 1.1.1**, the project has supported the proposal for an integrating management model, which resulted from a composition of several different – but complementary – elements. To design this model, identification actions by all players involved have been required, due to the transversal nature of the topic, as well as the identification of their peculiarities and connections. This consultancy was supported by the Project and assumed some concepts for the construction of the model. It presented answers that were agreed by players and partners, and then validated. This proposal was became the reference for all monitoring and evaluation actions regarding TIP policies and plans. Following the validation of the model, proposals for design, indicators and functioning of the monitoring and evaluation system for the II PNETP were initiated.

The construction of the II PNETP monitoring and evaluation system was led by the Tripartite Coordination and counted with the direct technical oversight of the NSJ/MJ). It also received permanent technical support from the Project. Several meetings were held in order to reach a jointly agreed outcome on the topic and to perform exercises, carried out with members, based on the PNETP. The Ist PNETP Progress Report was made available in October 2013, highlighting the meeting of targets agreed upon in the II Plan by the 17 participating ministries. This collective construction, supported technically by the project, accomplished the expected results, based on the TIP integrated management model: the monitoring and evaluation of National Plans, and the methodology and indicators to be used by all Ministries and federal government entities. Hence, the integrated management model of the National Plan has identified the players, the workflows and routines, and the mandate, and developed a strategic agenda, agreed by the different strategic players. All results are available for consultation on the NSJ/MJ website.

With regard to **Activity 1.1.2**, the project has provided support for the design of the overall structure and of the methodology for the functioning of the National Committee to Fight Human Trafficking (CONATRAP). It is not functioning yet because it was established only in February 2013. This has delayed the realization of this initiative until April 2013, as Committee members was elected only at the end of September 2013, causing a delay in the expected project outcomes. Under the institutional management model developed, CONATRAP plays a major role with regard to the participation of different civil society players, as well as of public entities. This activity has not been completed yet. Therefore, its outcomes will support the operation of integrated TIP management in Brazil.

Activity 1.1.3, aimed at promoting social participation, through the establishment of a decentralized system of Councils and/or Committees, is not being executed yet, since they depend on the establishment and functioning of CONATRAP (Activity 1.1.2). It also involves

actions by and resources from other federate entities in order to establish and operate at least 15 new state and municipal councils, starting 2012. This outcome is expected to be accomplished by the project by the end of 2014.

In 2012, **Activity 1.1.4** involved the improvement of the Brazilian legislation on Human Trafficking. It comprehended two operational threads: holding workshops and promoting legislation on TIP. In July 2013, as the workshops and the legislation proposal ended up totalling costs lower than expected, a new action was proposed, which is under way as of September 2013. The new initiative is targeted at the launching of a public call for the selection of research projects on qualitative and quantitative analyses of Brazilian judicial sentences on human trafficking. This survey shall feed the systematization of information on lawsuits and sentences, taking into account the current Brazilian legislation on TIP. During year 2012, the National Secretariat of Justice of the Ministry of Justice and UNODC has held five workshops in Brasilia (Federal District) on TIP legislation. The meetings featured debates carried out by national and international experts and counted with the participation of federal and state-level public authorities, of the Federal Judiciary and Legislative. The aim of these events was to track TIP history and to promote analyses, aiming at drafting proposals for improving the legislation on Human Trafficking, based on a convergent understanding by the governments with regard to penal, civil and administrative aspects.

The contributions of the project made addressed two threads: **(i)** criminal provisions, with contributions to the Brazilian Migration Law and ideas for normative initiatives that may be carried out by the Public Administration. These initiatives aimed to contribute to the Penal Code revision, which is presently being discussed by the National Congress and by two currently active Parliamentary Inquiry Commissions (CPIs), established at the Federal Senate, and, later on, at the House of Representatives; and **(ii)** contributions still being analysed and that may be encompassed by Bills currently being discussed and that address the topic, which have also led to the proposition of a Specific Law on Fighting Human Trafficking.

The following have taken part in the decision-making process for the bills: representatives of the Ministry of Justice – the Federal Police Department (FPD), the Federal Highway Police Department (FHDP), SENASP, NSJ and the Office of the Federal Public Defender; the Ministries of Labour and Employment, of Planning, Budgeting and Management, of Foreign Affairs, and the Secretariats for Human Rights and Women Policies, the Office of the Chief of Staff, the National Council of Justice and the Public Prosecutor's Office, the Judiciary and Legislative Powers, state representatives of the Nuclei for Fighting Human Trafficking and international UNODC and ILO experts. The reports, the list of attendees and a summary of the agreements reached at each workshop are available for consultation at the NSJ. These meetings counted with lectures given by both national and international UNODC experts on the topic.

Activity 1.1.5 was scheduled to start in 2012, but it depended on the results obtained through previous activities, such as 1.2.2, and on the outcomes of Result 2.1. Nevertheless, due to delays in the execution timetable, the project support activity will be carried out only in 2014. The project will be supporting the implementation of the National Public Safety Strategy at Borders (ENAFRON) by providing training and capacity building for players in the Brazilian government, as well as those in neighbouring countries, so as to promote international cooperation in border areas and with countries on trafficking routes. This initiative will be carried out in 2014 with the support of well known national or international institutions with expertise.

A call for proposals and a selection for the execution of one of the actions under **Activity 1.1.6** have been launched, but a re-publication of the overall bidding process was necessary, in order to find a service provider with a more appropriate profile for addressing the challenges

associated to the redefinition of the role of the Service Centres, based on the diagnosis that has been carried out, as well as their institutional action; the IT system backing the national Hot Line had to be improved. This consultancy is expected to be completed until the first semester of 2014. The system to be implemented will provide a national online system for the follow-up of reports, referrals and statistics and information.

Activity 1.1.6 is closely related to the structure of the National TIP Network, made up by Nuclei and Service Centres. Hence, this activity has also contributed to Result 2.2, associated to the strengthening of the Network. BRAX63 has supported the design of instruments for supporting the victims of human trafficking, since there were no established protocols for service, referral and no flowchart had been agreed by these authorities to ensure uniform service standards by the representatives and employees allocated to these tasks, who are in direct contact with the citizens. During this Activity, a set of documents was prepared for guiding and providing input for the service to be delivered to TIP victims by the Nuclei for Fighting Human Trafficking and the Advanced Centres for Humanized Service to Migrants. These two government service units (Nuclei and Service Centres) are key parts of the national policy. In short, the Nuclei are responsible for acting as the executive body of the state-level policy and the decentralizing entity of national actions. The Service Centres are responsible for acting as a structure for support and service, as they are located at the country's main points of entry and exit. The proposed guides and processes prepared by the Project contribute to the creation of the instruments, agreements and systems required for harmonizing the work processes of the TIP Nuclei and Service Centres in Brazil, improving the overall effectiveness of the TIP Network (NETP and PAAHM).

Activity 1.1.7 is still being developed and is scheduled to be completed by December 2013. Some initial outcomes have already been completed, such as the national diagnosis that will inform correction of the strategic planning for national policies for TIP in border regions. This activity has been developed by means of Letters of Agreement with ICMPD. This initiative will generate significant effects for the capacity building of professionals and for strategic actions in fighting trafficking in border regions, as it provides for additional ENAFRON initiatives.

Activity 1.1.8 involved actions aimed at the publication and dissemination of good practices. This Activity has been partially completed: progress has been made in reports, systematizations and the drafting of manuals for outcomes accomplished by Project activities. It should be highlighted that reports have already been published on the diagnosis and the preparation of the methodology for data collection and information on TIP in Brazil. A consultancy has prepared newsletters on NSJ actions and on those promoted by the Project, such as: reports and systematization of information on meetings and seminars that have been made available on the NSJ website, per topic. This procedure has already been fully integrated into the DEJUS/NSJ routine.

Thus, **Result 1.1** has allowed for results to be achieved in years 2012 and 2013, by means of activities 1.1.1 to 1.1.8, and provided the basis for the institutional management of the National Policy and for the follow-up of the Plan. These activities have been gradually building a management model, together with the relevant partners, covering the planning, monitoring and evaluation of TIP public policies. UNODC has been collaborating with the NSJ/MJ in all activities regarding the proposal of concepts, capacity buildings, systems, processes and routines, as well changes to the national TIP legislation. This technical collaboration has been built by providing expertise, materials, reports, lectures, publications, successful experiences and actions undertaken in other countries. Thus, the structuring bases for the management of the National Policy have been granted and, in the near future, a common methodology on data collection and information for all relevant partners and players

with significant engagement in the topic, including at the state and municipal level, will have to be consolidated.

Result 1.2: Specific information and data collection system implemented.

This Result addresses a major challenge to the operation of the monitoring and evaluation system of the National Policy and of the II PNETP, as pointed out by several studies, which have highlighted the weaknesses of the data currently available on TIP in Brazil. The project provided an improved information system, capable of providing proposals and the monitoring and evaluation of the National Policy and of the PNETP. During the execution of the Project, consensus has been reached with regard to the need to first establish the methodological bases, the processes, routines, responsibilities and workflows, so as to feed the information system to be agreed by the relevant TIP partners.

Regarding **Activity 1.2.1**: The improvement of the architecture of the information and data collection system, foreseen to take place in 2012, was started in September 2013, following the completion of the activity 1.2.2 (information methodology). The delay of the activity allowed the scope and complementarities of the initiative to be identified vis-à-vis the monitoring needs of the TIP policy and the diagnosis prepared. The results of the activity will contribute to the analysis of data on the last biennium and on human trafficking sentences, supporting the complementation and/or composition of the Case Law Data Base for the National Report, in line with the data collection procedures of the UNODC Global Report.

Activity 1.2.2 is extremely relevant for the accomplishment of Result 2.1. It has been identified that, for the advancement of the National Policy, it was essential that the data and, therefore, the information from the several bodies responsible for addressing Human Trafficking, may communicate, so that they may be transformed into real knowledge on the topic. That is the context in which the project has supported the establishment of a Work Group for the design of an Integrated Information Methodology (Criminal Statistics) on human trafficking for the Public Safety and Justice System – Criminal Data WG. This methodology allows adopting an integrated method for the collection and analysis of data and information on human trafficking, within the scope of the public safety and criminal justice system. These collect data and information provide inputs for the design of public policies to fight human trafficking. It is important to highlight that the concept of human trafficking adopted in this methodology is that of the National Policy to Fight Human Trafficking, and is not restricted to the penal typification established in the actual Brazilian Penal Code. That is why data to be collected reach beyond specific penal types, encompassing other purposes, beyond sexual exploitation, such as labour in conditions similar to slavery or any kind of serfdom, illegal adoption and the removal of organs. The project, by means of consultancy contracts, has supported the preparation of a **“Report on the Systematization of Data and Data Sources on Fighting Human Trafficking”**, (Methodology) that also has provided valuable input for the study on how law enforcement institutions record, analyse and disseminate data on fighting human trafficking.

Based on this study BRAX63 has supported a new Report that has enabled the preliminary consolidation of data on the phenomenon for 2005-2011, providing a dynamic picture of a specific statistic reality, especially the criminal reality associated to the trafficking in persons in Brazil. Therefore, this second report of Activity 1.2.2 was the national publication of the **“Descriptive report with the consolidation of existing information on human trafficking in Brazil”**, which addresses the diagnosis and the consolidation of currently available data. The *Diagnosis* is the first national report on the topic and represents a landmark in the field. It encompasses an inventory of research, data, systems and information on the TIP issue in Brazil. The diagnosis also pointed out some situations that call for action, to be undertaken in the next years.

Activity 1.2.3, originally planned to take place in 2012 and 2013, will only start in 2014, since the mobilization and awareness-raising process has to be carried out first, in addition to the establishment of the National TIP Observatory. This Activity will review NGOs that are active in the field and with expertise, structure and capacity for producing and analysing information, so that they may become the authority to follow up the National Policy and its implementation, in accordance with the practice in place for other cross-cutting issues in Brazilian's public policy.

With regard to **Activity 1.2.4**, which aims to strengthen the exchange of information between law enforcement bodies engaged in investigating cases of human trafficking, planned to start in 2012, it is now expected to start in 2014. This activity has been designed together with the Federal Police Department of the Ministry of Justice, and is responsible for all operations aimed exclusively at fighting human trafficking. This outcome would be highly relevant, as it would allow for the remittance of electronic information during police inquiries, in real time. Currently, information is available in a non-structured format, usually as part of Depositions, Statements or Examinations, requiring the reading of the document in order to extract the relevant information.

Activity 1.2.5, aimed at the development of conceptual frameworks, diagnoses and methodologies for the identification of mixed movements or migratory flows, is scheduled to be started in 2014. Preliminary understanding with UNHCR has already been reached and it shall count with NSJ support to support the structure and the functioning of CONARE (National Refugee Committee). The Committee is affiliated to the MJ and acts as a collegiate body. Its members comprise representatives from six Ministries and the FPD, *Cáritas Arquidiocesana de São Paulo e Rio de Janeiro*, and the United Nations High Commissioner for Refugees (UNHCR).

As analysed earlier, the Project has been developing its Activities and achieving Outcomes thanks to the quality and participation of important players and stakeholders. The current stage of execution indicates that it is very likely that Result 1.2 will be accomplished with efficacy by the end of the cooperation Project. This Outcome has been providing for major contributions to the building of an information system on TIP; granting greater consistency, reliability and adaptability to national and international concepts regarding the topic.

Result 2.1 Training of actors involved in actions to counteract human trafficking duly strengthened

The Additional Protocol to the UN Convention against Transnational Organized Crime to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, establishes that: *“the States Parties shall ensure or strengthen the capacity building of law enforcement agents, immigration services and other services responsible for preventing human trafficking”*. Since I PNETP, the capacity building topic has been included in the targets to be met. In addition to including the capacity building of professionals, institutions and organizations directly or indirectly involved with the fight against human trafficking among its objectives, the II National Plan to Fight Human Trafficking (II PNETP) also proposes a specific line of operation for Capacity Building. Within this context, the NSJ and the MJ have indicated that capacity building for fighting human trafficking should give priority to raising and building awareness with regard to TIP related topics for professionals, social players and groups, addressing their own space of action and in geographical areas featuring a high incidence or risk of human trafficking.

In this context, by means of **Result 2.1**, the project aimed to support the construction of structures, concepts and guidelines for the capacity building of players involved in TIP actions, as established under the PNETP. **Activities 2.1.1, 2.1.2, 2.1.3 and 2.1.4** were developed through a consultancy, completed in April 2013, that prepared a National Matrix for Capacity Building in TIP in compliance with the Policy, the National Plans, the PNDL/FNDE/MEC (National Learning Book Plan), the SENASP/MJ Curriculum and several surveys and studies on the topic.

The building of the National Framework has counted with the collaboration of key TIP partners and visits to spaces that bring together professionals engaged in this field, such as nuclei and service centres, at the state and municipal level. The Framework provided general guidelines and content essential for the development and improvement of capacity building courses. Such guidelines were coordinated, integrated and contextualized within the National TIP Policy: prevention, suppression, accountability of players and service to victims. The cross-cutting content required for the development of courses and capacity building and training for Fighting Human Trafficking promotes a dynamic and flexible curriculum.

The capacity building framework and the pedagogical projects of the live and distance courses aim to meet the needs for capacity-building actions for public agents, institutions and organizations involved, in TIP either directly or indirectly. In this sense, the Framework is aimed at: (i) Public safety professionals and agents; (ii) Members of State and Municipal Integrated Management Chambers; (iii) Health professionals and agents; (iv) Public authorities controlling the country's water, land and air borders; (v) Professionals of the Unified System of Social Assistance (SUAS); (vi) Education professionals and multiplying agents; (vii) Professionals and private leaders in the tourism sector (tourism services and products); (viii) Workers and entrepreneurs in air, land and maritime transportation; (ix) Nuclei and Service Centre employees; (x) Law enforcement teams engaged in fighting human trafficking. Based on this National Framework, educational projects were designed for the different players, as well as the corresponding evaluation tools. It should be highlighted that the methodology adopted for drafting the capacity building modules can be used for both the live and at-distance (DE) modalities. Distance capacity building can be carried out through the SENASP/MJ National Distance Education Network.

BRAX63 supported the production of documents for capacity building in the sector. The first educational project for a course on *fighting human trafficking* has been designed. It focuses on the *prevention thread*. Another pedagogical project was the design of a course focusing on *service to victims of human trafficking*, covering the same topics and with a structure similar to the previous project, with the addition of a specific chapter on service to TIP victims. Additionally, another Pedagogical Project aims to provide *capacity building for law enforcement agents engaged in the National Strategy for Public Safety on Borders – ENAFRON* (Military Police, Civil Police, Technical-Scientific Police, Military Fire-fighters Corps, Federal Police and Federal Highway Police), active in 11 border States.

A *Manual for the structuring of local, regional or national teacher databases*, contracted by means of a call for proposals, has been elaborated as well. It aims to provide information on qualified professionals, interested in teaching at capacity buildings in border cities, states and locations, and at the federal level. Additionally, the registration form for teachers to be inscribed in the database has been prepared as well. In order to support the organizers of the capacity building, a *Manual with Guidelines for Teachers* has been produced, encompassing: a *Manual and Tools for Capacity Building Courses on Fighting Human Trafficking*, covering many topics.. This tool will prepare a significant number of teachers, allowing them to multiply the capacity buildings throughout the country.

The capacity building foreseen in **Activity 2.1.5** have not been started yet, since the preparation of new manuals is still pending, as they are to be based on the Pedagogical Projects. To prepare the National TIP Capacity Building Framework, a new consultancy will be carried out in 2014, the result of which will be the preparation of the Manuals to be used in the courses. In 2013, one NGO – Reporter Brasil: with high experience and quality of works in this theme - has already been selected for this activity; will provide capacity building on TIP to journalists during the first semester of 2014. This action will be promoted by means of a Letter of Agreement between UNODC and the NGO. Another set of actions under Activity 2.1.5 is a capacity building to be held by the NSJ and UNODC, targeting federal law enforcement officers; it is planned to take place during the second semester of 2014. This capacity building will be following up on the national commitment undertaken in 2012 by PCLP Countries, with UNODC support, on behalf of the dissemination of this knowledge, in addition to courses for partners on the topic, in the corresponding countries.

The realization of **Activities 2.1.1, 2.1.2, 2.1.3 and 2.1.4** implemented by BRAX63 have granted the conditions for NSJ to design a permanent TIP capacity building programme. The overall framework for capacity buildings on TIP and the pedagogical projects for carrying out these courses have been agreed upon. That will also allow the NSJ to count with qualified teachers to engage in the capacity buildings to be held throughout the national territory, similar to what happens in other fields covered by the Federal Government and the Ministry of Justice. The execution of activity **2.1.5** will provide the manuals for the capacity buildings to be implemented in the next years by NSJ and partners. Present conditions indicate that the manuals for the capacity buildings should be completed by 2015, including the pedagogical projects and the framework.

Result 2.1 according with the interviews is highly relevant for the efficient implementation of the National Policy and of the PNETP, walking hand-in-hand with other project results. This Result has been making major contributions to the actions of the project targeting mid and long-term effects, as they directly affect the capacity building of partners and players: outlining actions aimed at the collective construction of a conceptual and ethical framework; promoting awareness raising and the ownership of content by law enforcement agents, media professionals and civil society, regarding the proper use of norms, guidelines, routines and protocols; and the national and international legislation on TIP.

Result 2.2: Network to Combat Human Trafficking strengthened

Result 2.2 aims to improve the structure and operation of the services provided by state Nuclei and Service Centres to human trafficking victims. Nevertheless, these National Network structures present a lack of harmonization in their service procedures, the referral workflow and the forms that generate data and information. The lack of harmonization has hampered the efforts to render data compatible and set up a national system for the production of reliable statistics, required for an effective monitoring. Thus, the strengthening and the growth of the network of other Ministries and the Nuclei and Service Centres will provide major contributions to the National Policy to Fight Human Trafficking and it will be the reference in the treatment and protections of the victims. This Result supports the achievement of targets and guidelines of the National Policy aimed at supporting improved service to TIP victims and the structuring of authorities for that end. This Result complements the Diagnosis of Service Centres and Nuclei, which counted with the support of the EU-sponsored ITINERIS Project.

Activity 2.2.1 was developed by the same BRAX63 consultancy that carried out Activity 1.1.6, which produced the mapping of the other policies, social programmes for the reinsertion and protection of victims at the federal level, and the corresponding structures and initiatives for its decentralization to states and municipalities. The best practices for setting up the system

for the TIP Network have also been identified, taking into account the specificities of the topic. The service system adopted by the SUAS (Social Assistance) and Health sectors are being analysed, to see whether they will meet the needs of TIP.

Activity 2.2.2 was carried out together with Activity 1.1.8, as it aimed to map and mobilize the network of stakeholders involved in human trafficking. This Product has allowed the activation of a Facebook website, with about 4,000 visitors, and the identification of relevant stakeholders and partners engaged in the topic. This mapping was carried out while professionals participated in national, regional and local meetings with relevant partners, and public hearings associated to the CPI (Parliamentary Commission of Inquiry) on human trafficking in the national territory. Two reports on the mapping have been published, and channels for digital mobilization and the dissemination of information on human trafficking have been created in social media channels (Face book, Twitter and YouTube), web-based groups (Google Groups and Microsoft Outlook) and official websites (Ministry of Justice and the Justice Blog).

This BRAX63 outcome included the production of a mailing list of strategic state-level social players. An Outlook-based contact group has been set up, called the National Network, as requested by the NSJ. The mailing list counts with around 3.600 contacts that are interested in receiving information on the topic, especially the *Informativo ETP* (ETP Newsletter); its digital version is distributed by the institutional address traficodepessoas@mj.gov.br. This activity was completed and currently is managed directly by the NSJ, its officials and the MJ Social Communication Service.

Activity 2.2.3 is in its early stage of execution. Expectations are that, by the end of 2014, the projects for the design and editing of 5 booklets on TIP are to be completed, in compliance with an academic model. Each one shall address one TIP -related topic, still to be agreed upon. A call for proposals will be published for the presentation of papers, articles, surveys and texts. As the starting point for this Activity, a strategy for the alignment and dissemination of information through a series of publications will be proposed, identifying the target audience, the topics, the funding and the frequency of these publications. This initiative will provide greater publicity and dissemination of the TIP to different target audiences. That will enable publications to remain a part of the strategy of the NSJ and of relevant partners, with the support of other funding sources, such as the Ministry of Education (MEC).

Activity 2.2.4 is being executed since 2012. It will contemplate several other initiatives, until the end of the Project. It aims to support the exchange of knowledge and develop skills among national and international partners on TIP Exchange actions were perceived as very relevant to the current stage of the National Policy, especially those regarding technical visits to other countries, to get acquainted with the adopted systems and their best practices, as well as the participation of Brazilian professionals in international meetings and fora on Human Rights and the Countering Human Trafficking. This activity complements other actions promoted within the scope of technical cooperation projects with other governments and international institutions. In 2012, groups of representatives from Brazilian Nuclei and Service Centres were given the opportunity to join a technical visit to the TIP structures of Portugal, Spain and Italy. These visits have allowed participants to get acquainted with the experiences, structures, legislation, norms and procedures in place in these countries, thus promoting a national dialogue on behalf of the improved functioning of nuclei and service centres of the National TIP Network. In 2013, the Project supported representatives of the CHAME NGO, enabling them to attend the UN General Assembly, as per commitment undertaken by the Brazilian Government: Brazil would send a civil society player to accompany initiatives in Human Rights and TIP and migrations.

Activity 2.2.5 - which encompasses the generation of a methodology and the organization of an Exhibit on TIP Know-how and Good Practices – is scheduled to be started in 2014, together with an initiative to be promoted by the MJ Department of Foreigners. There is a possibility, though, that the event may not be sponsored by DEEST, due to federal budgetary restrictions.

Activity 2.2.6 – aimed at the development of access to Justice Mechanisms for human trafficking victims – shall be developed further in 2014, following the completion of Activity 1.1.6, regarding IT improvements for the “Dial 180” hotline, as well as for the systematization of information. Activity 2.2.6 will draft a technical guide on access to Justice, targeting law enforcement officials.

Result 2.2 of BRAX63 has had some delay and was not fully accomplished. But, once the outcomes are completed, the Result is very likely to be achieved by the end of the project, and will certainly contribute to promoting changes in the project’s baseline scenario. Already achieved results are associated to initiatives for the implementation of communication’s mechanisms, for the dissemination of knowledge, data, procedures and information to relevant partners and civil society. The network of players and partners has already been mapped and expanded, contributing to the follow up of National Policies and the implementation of Plans. The results achieved regarding the promotion of protocols and guides for service to victims of human trafficking should be highlighted. The already prepared processes and instruments will soon promote better conditions for the actions carried out by nuclei and service centres in the National Network, together with the implementations and capacity building of servants and collaborators engaged in TIP.

Result 2.3: Mechanisms for preventing human trafficking strengthened.

Result 2.3 was structured in compliance with the II PNETP: *Campaigns and mobilization for addressing human trafficking*. The Project has agreed to support the fulfilment of two activities, whereas the other ones will be fulfilled through Brazilian government own resources and from other national and/or international partners. The first activity supported by the project has supported communication strategies and campaigns on human trafficking, through a national campaign to prevent human trafficking. That was the case of the support given to the execution of the *Blue Heart* campaign throughout the national territory. Other prevention initiatives will be selected in 2014 by means of calls for proposals for prevention projects to be carried out by NGOs. The second activity supported by the Project targets the development of communication strategies and campaigns on human trafficking, which should take place by means of a call for proposals for incentives to cultural activities on fighting human trafficking. This initiative is not being executed yet.

With regard to **Activity 2.3.1**, the Blue Heart campaign – at the international level and with UNODC support – counts with several different experiences in at least 10 countries. UNODC provides to any interested country: the methodology, the documents and the procedures, as well as technical support. With support from the BRAX63, the MJ and UNODC have launched the “Blue Heart” campaign on May 9th, 2013. The launching was attended by the UNODC Executive Director and the UN Under-Secretary-General, Yury Fedotov. One of the campaign pieces is a video produced by the “Rede Globo TV network”, with a well-known female Brazilian singer, which also has been appointed a National Goodwill Ambassador to Counteract Human Trafficking.

With the slogan “Freedom cannot be bought. Dignity cannot be sold. Report human trafficking”, the campaign has included Brazil in the global map of mobilizations against TIP. For the NSJ, the campaign carrying the blue heart, a common and universal symbol, provides for broad social mobilization and allows to easily identifying the location of TIP support and

reporting centres. This campaign puts into practice one of the main commitments of the II National Plan to Combat Human Trafficking: to raise the awareness and promote campaigns on avoiding the crime.

A hot site, folders, posters and pins have been created to disseminate the Blue Heart campaign. They have been distributed at the nuclei and service centres of the TIP network throughout the country. The campaign counts with the following partners: the Secretariat for Human Rights, the Secretariat for Policies for Women and Rede Globo (a major national TV broadcaster). Therefore, the global campaign launched in 2013 needs to be adapted for the Brazilian context and will have a Brazilian version in 2014, aimed at mobilizing society against this crime. The BRAX63 will support the design of campaigns on the topic by means of a technical consultancy. An important awareness raising campaign was carried out in Brazil by means of a national soap opera, broadcast in 2013. Over a six-month period, the soap opera gave human trafficking great visibility, broadcast to dozens of millions of viewers. HT was presented as a national and international crime.

Activity 2.3.2 aims to develop artistic and cultural projects for awareness raising on Human Trafficking. It has not been started yet, but negotiations with the Department of Foreigners are under way, so that the activity may be carried out together with other national and international events, such as the Knowledge and Good Practice Exhibits. The activity is expected to take place throughout year 2014.

With regard to **Activity 2.3.3**: it will be carried out starting 2014, along with initiative 2.2.1. The technical support for coordinating and structuring the adaptation of the Blue Heart campaign will also produce information and campaigns specifically targeted at providing information and raising awareness on Human Trafficking, especially in coordination with major events.

Activity 2.3.4 is aimed at promoting actions for the prevention of Human Trafficking and will probably be started in the next few months. It depends on solutions still pending for certain legal constraints pointed out by the MJ for the establishment of project agreements with NGOs, through UNODC. This activity will be carried out by means of a public call for proposals, inviting Brazilian NGOs to present TIP prevention projects. These projects will be implemented throughout the national territory, with financial support from the Project. Due to the lack of agreements between the MJ and NGOs, this role will be carried out by UNODC, which will take over the responsibility of carrying out the monitoring and the physical-financial follow up of each one of the projects. The local UNODC office counts with national experience on the topic, as it already established similar agreements with NGOs within the scope of the Joint Programme on Security with Citizenship. This Activity may need more time for execution than initially foreseen by the project, as it requires major coordination efforts with local decision-making structures, nuclei and committees, community leaders and civil society players, as well as with law enforcement partners.

Therefore, regarding Result 2.3 of the project even though the Blue Heart campaign has been launched in 2013, many actions remained to be outlined, agreed upon and implemented in order to generate the products required for supporting the achievement of effective changes in the initial TIP scenario. The initial indicator of 15 campaigns has not been accomplished. There is a possibility of increase the pace of execution of Activities under this Result, which may require greater effort from the technical team at the National Coordination and UNODC. This Result is extremely relevant, as it directly addresses the awareness raising and the delivery of information to citizens on the human trafficking crime, as well as guidelines on what to do and how the State can serve TIP victims. These campaigns could be duplicated by Brazilian Government at the state and local level, with special emphasis on community leaders, social structures for entertainment and schools.

ANNEX V. WORK PLAN REVISION AND MONITORING 2013

Work Plan 2013 - Project BRAX63

Results	Activities	Monitoring												Observations
		2012				2013				2014				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Objective 1: Strengthening of mechanisms and tools for Institutional Management of the Policy to Counteract Human Trafficking and qualification of data and information for planning, monitoring and evaluation														
Result 1.1: Institutional management of the policy for handling with the Human trafficking, duly developed, implemented and evaluated	1.1.1. Improve the management, monitoring and evaluation systems of the National policy for handling human trafficking;	X	X	X	X	X	X	X	X	X	X			Activity is in process of implementation. II PNETP Management system was elaborated. It will be selected a new consultant to improve the evaluation process of the II PNETP.
	1.1.2. Improve the architecture and develop the operation methodology of the National Council for Handling the Human trafficking					X	X	X	X					Only one consultant is elaborating the architecture and the methodology. Activity is in process of implementation.
	1.1.3. Promote the social participation through the establishment of a decentralized system of councils and/or Committees;							X	X	X	X	X		It is process of implementation with Activity 1.1.2. Related to CONATRAP
	1.1.4. Improving the legislation on human trafficking;	X	X	X	X	X	X	X	X	X	X			Five workshops executed in 2012. A public call for research projects' process will be promoted in 2014.
	1.1.5. Prepare actors of the Brazilian Government and neighbouring countries to promote international cooperation in border areas and with countries on trafficking routes										X	X	X	Activity will be implemented in 2014.
	1.1.6. Define methodology and service flows,					X	X	X	X	X	X			Activity is in process of implementation. I t

Results	Activities	Monitoring												Observations	
		2012				2013				2014					
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
	procedures and responsibilities at different levels of complexity to assist victims of human trafficking														will be necessary to select a new consultant in 2014.
	1.1.7. Conduct and facilitate strategic planning and fixing of the routes of human trafficking;							X	X	X	X	X			Activity is in process of implementation by ICMPD
	1.1.8. Replicate good practice and products of the project through the development of reports, systematization and manuals.	X	X	X	X	X	X	X	X	X	X	X			Activity was executed in 2012.
Result 1.2. Specific information and data collection system implemented	1.2.1. Improve the architecture of the information and data collection system;							X	X						Activity is in process of implementation in 2013. A consultancy will produce the systematization of national researches and information in the theme to 2012 and will propose a methodology.
	1.2.2. Develop methodologies, research, studies and diagnoses on human trafficking;				X	X	X	X	X	X	X	X			Activity is in process of implementation with consultant and ICMPD agreement to ENAFRON.
	1.2.3. Design and implement the Observation Centre on Human Trafficking									X	X	X			Activity will be implemented in 2014.
	1.2.4. Strengthen the exchange of information between the public safety bodies and justice in the investigation of cases of human trafficking, as well as among the network of actors involved in actions for prevention and provision of care to victims									X	X	X	X		Activity will be implemented in 2014 (FPD/MJ).
	1.2.5. Develop a conceptual framework, methodology and diagnosis in identification of mixed flows.									X	X	X	X		Activity will be implemented in 2014 with participation of ACNUR and CONARE/MJ.
Objective 2: Improvement and expansion of the Network to Counteract Human trafficking, including the training of actors and the strengthening of preventive mechanisms															

Results	Activities	Monitoring												Observations	
		2012				2013				2014					
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Result 2.1. Training of actors involved in the actions to counteract human trafficking duly strengthened	2.1.1. Build the National Training Matrix in Handling Human Trafficking in line with other existing cross-sector arrays			X	X	X	X								Activity was executed in 2013.
	2.1.2. Design political-pedagogical projects of courses according to the profiles of the actors involved in the National Policy to Counteract Human Trafficking			X	X	X	X								Activity was executed in 2013.
	2.1.3. Update and/or adapt and perform classroom and distance learning actions;								X	X	X	X	X		Activity will be implemented in 2014 with participation of DRCI linked to PNLD.
	2.1.4. Constitute a database of educators selected based on profiles of different professionals who work on addressing human trafficking;			X	X	X	X								Activity was executed in 2013
	2.1.5. Develop guidance manuals and train professionals in the area of tackling of human trafficking.			X	X	X	X	X	X						Activity is in process of implementation. The consultant is an ONG to train the journalists and media professionals. The training course will be promoted in the second semester of 2014 by UNODC.
Result 2.2. Network to Combat Human Trafficking strengthened	2.2.1. Survey policies, social programs of victim's reintegration and protection					X	X	X	X						Activity was executed in 2013
	2.2.2. Survey and mobilize network of actors involved with the issue of human trafficking;					X	X	X	X						Activity was executed in 2013
	2.2.3. Set the alignment and dissemination strategy of information on counteracting human trafficking for different audiences;					X	X	X	X	X	X				Activity will be implemented in 2014.

Results	Activities	Monitoring												Observations
		2012				2013				2014				
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	2.2.4. Promote knowledge exchanges and identification of promising experiences		X	X	X	X	X	X	X	X	X	X		Activity is in process of implementation. Technical visits were promoted in 2012 to: Portugal, Spain e Italy. Other study tour was promoted in 2013 supporting a Brazilian ONG participation at General Assembly of UN.
	2.2.5. Develop methodologies for conducting a knowledge and good practices fair in coping with human trafficking;									X	X	X	X	Activity will be implemented in 2014
	2.2.6. Survey and develop mechanisms to access justice for victims of Human Trafficking.							X	X	X	X	X		Activity is in process of implementation.
Result 2.3. Mechanisms for preventing human trafficking strengthened	2.3.1. Adjust the Blue Heart Campaign to the Brazilian context and prepare its implementation							X	X	X	X	X	X	Activity will be implemented in 2014
	2.3.2. Develop cultural and artistic projects to raise awareness about the issue of human trafficking;									X	X	X	X	Activity will be implemented in 2014
	2.3.3. Produce information and specific campaigns for the clarification and awareness on the issue of human trafficking;							X	X	X	X	X		Activity will be implemented in 2014
	2.3.4. Foster actions to prevent trafficking in human beings.							X	X	X	X	X		Activity will be implemented in 2014.

Consultancies and Activities' Costs - 2013 Revision

Results	Activities	Cost per Activity (US\$)	Description
Result 1.1: Institutional management of the policy for handling with the Human trafficking, duly developed, implemented and evaluated	1.1.1. Improve the management, monitoring and evaluation systems of the National policy for handling human trafficking;	B.L. 16: 80,000	1 Consultancy HF (USD 40,000) 1 Consultancy IT (USD 40,000)
	1.1.2. Improve the architecture and develop the operation methodology of the National Council for Handling the Human trafficking;	B.L. 15: 15,000 B.L. 16: 80,000	1 Consultancy Architecture (USD 40,000) 1 Consultancy Methodology (USD 40,000) Air tickets Consultants (USD 15,000)
	1.1.3. Promote the social participation through the establishment of a decentralized system of councils and/or Committees;	B.L. 15: 25,000 B.L. 16: 60,000 B.L. 21: 50,000	Agreement - Ilanud (USD 50,000) 2 Consultancies – Articulation (USD 2 x 30,000) Air tickets Consultants (USD 25,000)
	1.1.4. Improving the legislation on human trafficking;	B.L. 15: 10,000 B.L. 21: 95,000	Research (USD 95,000) Air tickets UNODC's expert (USD 10,000)
	1.1.5. Prepare actors of the Brazilian Government and neighbouring countries to promote international cooperation in border areas and with countries on trafficking routes;	B.L. 21: 240,000	Agreement - ICPC (USD 240,000)
	1.1.6. Define methodology and service flows, procedures and responsibilities at different levels of complexity to assist victims of human trafficking;	B.L. 15: 15,000 B.L. 21: 80,000	1 Consultancy – Methodology (USD 40,000) 1 Consultancy – Flow/Procedures. (USD 40,000) Air tickets Consultants (USD 15,000)
	1.1.7. Conduct and facilitate strategic planning and fixing of the routes of human trafficking;	B.L. 15: 10,000 B.L. 16: 90,000	1 Consultancy – Planning (USD 30,000) 2 Consultancies New routes (USD 2 x 30,000) Air tickets Consultants (USD 10,000)
	1.1.8. Replicate good practice and products of the project	B.L. 16: 120,000	4 Consultancies – System (USD 4 x 30,000)

Results	Activities	Cost per Activity (US\$)	Description
	through the development of reports, systematization and manuals.	B.L. 21: 50,000	Subcontracts to manuals (USD 50,000)
Result 1.2. Specific information and data collection system implemented	1.2.1. Improve the architecture of the information and data collection system;	B.L. 15: 10,000 B.L. 16: 160,000	1 Consultancy – Researcher (USD 40,000) 1 Consultant – Admin (USD 40,000) 2 Consultancies – IT (USD 2 x 40,000) Air tickets Consultants (USD 10,000)
	1.2.2. Develop methodologies, research, studies and diagnoses on human trafficking;	B.L. 15: 10,000 B.L. 16: 120,000 B.L. 21: 300,000	1 Consultancy – Diagnosis (USD 60,000) 2 Consultancies –Methodologies (USD 2 x 30,000) Agreements for Researches (USD 300,000) Air tickets Consultants (USD 10,000)
	1.2.3. Design and implement the Observation Centre on Human Trafficking;	B.L.15: 20,000 B.L. 16: 50,000	1 Consultancy – Observation (USD 50,000) Air tickets Consultants (USD 20,000)
	1.2.4. Strengthen the exchange of information between the public safety bodies and justice in the investigation of cases of human trafficking, as well as among the network of actors involved in actions for prevention and provision of care to victims;	B.L. 16: 80,000	2 Consultancies – IT (USD 80,000)
	1.2.5. Develop a conceptual framework, methodology and diagnosis in identification of mixed flows.	B.L. 16: 30,000	1 Consultancy (USD 30,000)
Result 2.1. Training of actors involved in the actions to counteract human trafficking duly strengthened	2.1.1. Build the National Training Matrix in Handling Human Trafficking in line with other existing cross-sector arrays;	B.L. 15: 5,000 B.L. 16: 20,000	1 Consultancy (USD 20,000) Air tickets Consultants (USD 5,000)
	2.1.2. Design political-pedagogical projects of courses according to the profiles of the actors involved in the National Policy to Counteract Human Trafficking;	B.L. 16: 30,000	3 Consultancies– Projects (USD 3 x 10,000)
	2.1.3. Update and/or adapt and perform classroom and	B.L. 21: 75,000	Agreements (USD 75,000)

Results	Activities	Cost per Activity (US\$)	Description
	distance learning actions;		
	2.1.4. Constitute a database of educators selected based on profiles of different professionals who work on addressing human trafficking;	B.L. 16: 30,000	1 Consultancy (USD 30,000)
	2.1.5. Develop guidance manuals and train professionals in the area of tackling of human trafficking.	B.L. 16: 60,000 B.L. 21: 200,000	1 Consultancy – Manuals(USD 40,000) Subcontracts – Trad/Diag (USD 200,000)
Result 2.2. Network to Combat Human Trafficking	2.2.1. Survey policies, social programs of victim's reintegration and protection;	B.L. 15: 5,000 B.L. 16: 40,000	1 Consultancy – Research (USD 40,000) Air tickets Consultants (USD 5,000)
	2.2.2. Survey and mobilize network of actors involved with the issue of human trafficking;	B.L. 15: 5,000 B.L. 16: 20,000	1 Consultancy – Research (USD 20,000) Air tickets Consultants (USD 5,000)
	2.2.3. Set the alignment and dissemination strategy of information on counteracting human trafficking for different audiences;	B.L. 16: 40,000	1 Consultancy – Strategy (USD 40,000)
	2.2.4. Promote knowledge exchanges and identification of promising experiences;	B.L. 15: 95,000	Air tickets Consultants (USD 96,000)
	2.2.5. Develop methodologies for conducting a knowledge and good practices fair in coping with human trafficking;	B.L. 16: 110,000 B.L. 53: 20,000	1 Consultancy – Metod/Eval(USD 40,000) 1 Consultancy – Visual ID / Diag (USD 40,000) 1 Consultancy – Logistic Design (USD 30,000) Costs of Good Practices Fair (USD 20,000)
	2.2.6. Survey and develop mechanisms to access justice for victims of Human Trafficking.	B.L. 15: 10,000 B.L. 16: 40,000	1 Consultancy – Survey (USD 40,000) Air tickets Consultants (USD 10,000)
	Result 2.3. Mechanisms for preventing human trafficking strengthened	2.3.1. Adjust the Blue Heart Campaign to the Brazilian context and prepare its implementation;	B.L. 21: 150,000
2.3.2. Develop cultural and artistic projects to raise awareness about the issue of human trafficking;		B.L. 16: 30,000 B.L. 21: 70,000	1 Consultancy (USD 30,000) Subcontracts to support projects (USD 70,000)

Results	Activities	Cost per Activity (US\$)	Description
	2.3.3. Produce information and specific campaigns for the clarification and awareness on the issue of human trafficking;	B.L. 15: 30,000 B.L. 21: 40,000	3 Consultancies – Information (USD 3 x 10,000) 2 Subcontracts – Campaigns (USD 2 x 20,000)
	2.3.4. Foster actions to prevent trafficking in human beings.	B.L. 21: 150,000	5 Agreements (5 x 30,000)
Evaluation	-	B.L. 15: 15,000 B.L. 16: 60,000 B.L. 53: 5,000	1 Consultancy – Mid-Term Eval (USD 20,000) 1 Consultancy – Final Eval (USD 40,000) Air tickets Evaluators (USD 15,000) General Expenses' Evaluation (USD 5,000)
Total of Projects	-	3, 215, 000	-
PSC (5%)	-	160, 750	-
Grand Total	-	3, 375, 750	-