

FINAL
INDEPENDENT PROJECT EVALUATION

GLOBAL ACTION TO PREVENT AND
ADDRESS TRAFFICKING IN
PERSONS AND THE SMUGGLING
OF MIGRANTS – GLO.ACT ASIA
AND THE MIDDLE EAST AND
GLO.ACT BANGLADESH

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ABBREVIATIONS AND ACRONYMS

Abbreviation or Acronym	Full name/word
ASAYISH	Kurdish security organization
CSO	Civil Society Organisation
DO	Division for Operation
EU	European Union
EURO JUST	European Union Agency for Criminal Justice Cooperation
EUROPOL	European Union Agency for Law Enforcement Cooperation
FIA	Federal Investigation Agency
FRONTEX	European Border and Coast Guard Agency
GLO.ACT	Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants
HQ	Headquarters
HR	Human Rights
ILO	International Labor Organisation
INTERPOL	International Criminal Police Organization
IOM	International Organisation for Migration
LGBTQI	Lesbian, gay, bisexual, transgender, queer people and intersex
NRM	National Referral Mechanism
OSCE	Organization for Security and Co-operation in Europe
ROM	Results-Oriented Monitoring
SDGs	Sustainable Development Goal
SOM	Smuggling of Migrants
SOP	Standard Operating Procedures
TIP	Trafficking in Persons
UAE	United Arab Emirates
UK	United Kingdom
UN	United Nations
UNAMI	United Nations Assistance Mission for Iraq
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
UNTOC	UN Convention against Transnational Organized Crime
US	United States

MANAGEMENT RESPONSE

All recommendations below are directed to: Human Trafficking and Migrant Smuggling Section, GLO.ACT teams, UNODC.

Recommendations ¹	Management Response
1) Afghanistan: In Afghanistan, during the next six months, it is recommended to: a) provide further training on impact monitoring among other issues to IPs to ensure they are well-prepared to execute the project effectively; b) shift focus from tracking project activities to assessing real impact; c) systematically test project assumptions by collecting evidence to validate initial hypotheses.	Accepted
2) Disability inclusion: In the next six months, while planning the next phase of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT) projects, it is recommended to prioritize the active involvement of the disabled population by seeking expertise for assessments, integrating disability-specific activities, removing barriers for their participation, and consistently addressing disability issues in projects materials.	Accepted
3) Work life balance and working conditions: In the next six months, it is recommended to create a work-life balance policy for the GLO.ACT projects, including measures like strict out-of-office replies on days off, respecting holidays and weekends, and implementing a mutual support system in team meetings.	Accepted
4) Expanding outreach: In the next phase of GLO.ACT, it is recommended to consider expanding the initiative by collaborating with border officials and travel agencies, which should be included in the document or upcoming work plans in the next few weeks or within the next six months.	Accepted
5) Qualitative monitoring: It is recommended to prioritize enhancing qualitative monitoring and delegating data collection and analysis to field offices while managing their workload effectively.	Accepted

¹ This is just a short synopsis of the recommendation, please refer to the relevant chapter in the main body of the report for the full recommendation.

INTRODUCTION

PROJECTS DESCRIPTION AND OBJECTIVES

The Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT) projects implemented in Asia and the Middle East and in People's Republic of Bangladesh (Bangladesh) aim to enhance countries' ability to combat human trafficking and migrant smuggling in vulnerable situations, in alignment with Sustainable Development Goals (SDGs) 5, 8, 10, 16 and 17. They operate in the Islamic Republic of Afghanistan (Afghanistan), the Islamic Republic of Iran (I.R. of Iran), the Republic of Iraq (Iraq), the Islamic Republic of Pakistan (Pakistan), and separately in Bangladesh.

The projects focus on policy development, legislative review, capacity building, regional and international cooperation, and victim protection and assistance, collaborating with governments, United Nations (UN) Agencies, academia and civil society. The United Nations Office on Drugs and Crime (UNODC) in partnership with the International Organisation for Migration (IOM) implement the projects, funded by the European Union (EU), Canada, and other partners. The GLO.ACT team consists of seven headquarters (HQ) members and 13 field members, a total of 20, 11 of which are women.

EVALUATION PURPOSE, SCOPE AND METHODOLOGY

This final independent evaluation assessed the GLO.ACT Asia and Middle East, and GLO.ACT-Bangladesh projects, initially designed to be implemented from 12 December 2018 to 31 December 2023². Its main aim was to determine the projects' contributions to objectives and outcomes, and to inform decisions about their future. The evaluation prioritized gender sensitivity, human rights, and inclusivity approaches.

The evaluation used a mixed-method approach, emphasizing data security and informant consent and followed the United Nations Evaluation Group (UNEG) ethical standards. The evaluation included a desk review analysis (334 documents), consultations with key stakeholders (75 interviewed, 17 women), a survey (342 respondents, 93 women), and a disaggregated analysis to assess issues relevant to the evaluation questions. It minimized environmental impact by embracing a paperless approach and reducing travel. Data analysis involved qualitative analysis software that helped identify key themes based on substantial evidence.

This report is intended to be used primarily by the GLO.ACT team as well as the Human Trafficking and Migrant Smuggling Section, Organized Crime Branch, Division for Treaty Affairs, in UNODC.

MAIN FINDINGS PER EVALUATION CRITERIA

RELEVANCE: GLO.ACT addresses global challenges like human trafficking and migrant smuggling in countries affected by these issues. Collaborating governments acknowledge the need for international support to address these complex challenges.

The design of GLO.ACT projects has been informed by various national assessments and evaluations, which have established a strong theoretical foundation for their workplans. However, there is a risk that this information could become outdated over time. In general, GLO.ACT projects work with a connect-the-dots approach, i.e., linking activities all the way to outcomes, rather than ticking boxes or carrying out activities that become an end in themselves. The pilot project in Afghanistan is an exception, since it is mainly based on hypotheses. These projects collaborate extensively with government entities, investing significant effort,

² A no-cost extension was approved until the end of March 2024 to continue implementing and finalize the Bangladesh workplan due to anticipated delays with the January 2024 elections.

energy, and time in these partnerships. Government partners expressed high satisfaction with their relationship with GLO.ACT projects.

EFFICIENCY: Resources contribute to achieving the defined projects outcomes. However, the resources allocated to GLO.ACT projects are insufficient to make a significant impact on the motivational objective³. The distribution of assets within the approved budget is reasonable. The ratio between inputs/cost and contribution to outcomes is very favourable, given the level of impact achieved by the projects. The coordination, management mechanisms, and management culture of GLO.ACT projects have contributed to achieving results, although there is room for improving administrative processes, as well as work-life balance.

EFFECTIVENESS: GLO.ACT projects have encountered serious and varied obstacles during implementation. Nevertheless, they maintained a high level of completeness and quality in the planned outputs. Monitoring systems, both substantive and financial, have improved since the first phase of GLO.ACT, making it easier to implement and measure outputs and outcomes. Nonetheless, there is still significant room to improve qualitative monitoring.

CONTRIBUTION TO IMPACT: GLO.ACT has led to concrete changes in both the personal and institutional spheres, contributing to organizational and high-level changes.

SUSTAINABILITY: Governments have taken ownership of some of the results of GLO.ACT projects. In general, the outputs and outcomes of GLO.ACT projects are sustainable, but several challenges impede their full sustainability.

GENDER AND HUMAN RIGHTS: Despite challenges, gender and human rights integration in GLO.ACT has been nearly flawless, with dedicated efforts to incorporate these perspectives into all projects' products. However, disability inclusion has not been comprehensively developed.

MAIN CONCLUSIONS

Prioritising Practical Outcomes and Partnerships: GLO.ACT projects are characterised by their emphasis on achieving practical, real-world outcomes rather than being mired in just implementing activities. They foster strong collaborative relationships with government partners and maintain successful partnerships with other entities such other United Nations agencies, the European Union, and civil society organizations (CSOs). Despite financial constraints, these projects make meaningful contributions towards their defined objectives.

Overcoming Implementation Challenges and Advancing Monitoring: While GLO.ACT projects have encountered various implementation challenges, they consistently delivered high-quality outputs, except for The I.R. of Iran where the project had to be almost completely suspended due to external factors outside the project's control. Monitoring systems have undergone significant improvements since the projects' initial phase, simplifying the implementation of projects outputs and outcomes. There remains room for strengthening administrative processes.

Driving Transformation at Multiple Levels: GLO.ACT projects have been highly successful in effecting substantial changes both at the individual and institutional levels, resulting in significant organisational and high-level transformations. Most notably, they have played a pivotal role in crafting and implementing laws related to Trafficking in Persons (TIP) and Smuggling of Migrants (SOM) in various countries. These accomplishments have been widely recognized and credited by governments, the judiciary, and civil society. Furthermore, these initiatives have strengthened national strategies, leading to enhanced rankings in international reports, such as the United States (U.S) annual TIP report. GLO.ACT have also had a positive influence on criminal justice systems through training, coaching, and mentoring. Moreover, these initiatives have facilitated regional collaboration, exemplified by Pakistan's establishment of liaison offices in countries dealing with transnational organized crime.

Governments have actively embraced specific outcomes generated by GLO.ACT initiatives.

³ Significantly reduce Trafficking in Persons (TIP) and Smuggling of Migrants (SOM) in the regions where they operate.

Sustainable Impact amid Resource Challenges: GLO.ACT projects demonstrate an ability to achieve sustainable impact, despite challenges. Partners continue to grapple with challenges regarding the availability of financial and human resources to sustain various projects components. These challenges persist largely due to budget constraints and, on occasion, a lack of political commitment.

Notably, GLO.ACT excels in seamlessly incorporating a gender perspective and a human rights approach into all projects' products, highlighting its commitment to inclusivity and holistic impact. However, the inclusion of disability remains a challenge.

MAIN RECOMMENDATIONS

All recommendations are directed to: Human Trafficking and Migrant Smuggling Section, GLO.ACT teams, UNODC.

1) **Afghanistan:** In Afghanistan, during the next six months, it is recommended to: a) provide further training on impact monitoring among other issues to IPs to ensure they are well-prepared to execute the project effectively; b) shift focus from tracking project activities to assessing real impact; c) systematically test project assumptions by collecting evidence to validate initial hypotheses.

2) **Disability inclusion:** In the next six months, while planning the next phase of the GLO.ACT projects, it is recommended to prioritize the active involvement of the disabled population by seeking expertise for assessments, integrating disability-specific activities, removing barriers for their participation, and consistently addressing disability issues in projects materials.

3) **Work life balance and working conditions:** In the next six months, it is recommended to create a work-life balance policy for the GLO.ACT projects, including measures like strict out-of-office replies on days off, respecting holidays and weekends, and implementing a mutual support system in team meetings.

4) **Expanding outreach:** In the next phase of GLO.ACT, it is recommended to consider expanding the initiative by collaborating with border officials and travel agencies, which should be included in the project document or upcoming work plans in the next few weeks or within the next six months.

5) **Qualitative monitoring:** It is recommended to prioritize enhancing qualitative monitoring and delegating data collection and analysis to field offices while managing their workload effectively.

MAIN LESSONS LEARNED AND GOOD PRACTICES

LESSONS LEARNED

- Partnership-building requires a substantial investment of time and effort, particularly in less institutionalized environments. It involves creating connections, comprehending stakeholder perspectives, and nurturing trust. These elements are essential for fruitful collaborations, and their time-consuming nature requires careful planning.

- Administrative processes such as paperwork and approvals can slow down operations when they become complex or inefficient, leading to delays and reduced productivity.

GOOD PRACTICES

- GLO.ACT used a "**connect-the-dots**" approach, focusing on meaningful actions that contribute directly to desired outcomes, rather than completing tasks for the sake of checkboxes. This ensured efficient use of resources and efforts towards achieving concrete results.

- Partner satisfaction in GLO.ACT projects were driven by their **direct involvement** in shaping projects outputs and objectives, contributing to their overall contentment.

- GLO.ACT's effective and flexible **management approach** valued diversity and inclusivity, fostering productive teams and seamless coordination among country teams, which contributed to overall projects success.

- GLO.ACT has effectively promoted **gender mainstreaming** in its initiatives, contributing to legal frameworks, gender-sensitive victim support, and empowerment of women and transgender individuals, even in challenging contexts.

BACKGROUND AND CONTEXT

OVERALL CONCEPT AND DESIGN

The main objective of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT) Asia and the Middle East, and GLO.ACT Bangladesh is to enhance the ability of countries to effectively address human trafficking and smuggling of migrants in vulnerable situations. The projects aim to contribute to SDGs 5, 8, 10, 16 and 17⁴. The intervention expects to prevent and address trafficking in persons and the smuggling of migrants in five partner countries in Asia and the Middle East. GLO.ACT Asia and the Middle East focuses on the Islamic Republic of Afghanistan (Afghanistan), the Islamic Republic of Iran (I.R. of Iran), the Republic of Iraq (Iraq), the Islamic Republic of Pakistan (Pakistan), while GLO.ACT-Bangladesh specifically targets People's Republic of Bangladesh (Bangladesh)⁵. The I.R. of Iran project had to be almost completely suspended due to several factors outside the project's control.

The Programme has five key components/services: (i) Policy and strategy development; (ii) Legislative and regulatory review; (iii) Capacity building; (iv) Bilateral, regional and international cooperation; and (v) Victim protection and assistance. Both projects aim to combat human trafficking and migrant smuggling by working with governments, UN agencies, academia and civil society organizations. The Programme runs from 12 December 2018 to 31 December 2023⁶ and is implemented by UNODC in partnership with the International Organization for Migration (IOM). It has a total budget of EUR 12,545,177. It is co-funded by the European Union (EU) (EUR 12,500,000) and Canada (EUR 45,177). GLO.ACT has a balanced team of seven people in headquarters (HQ) (5 women and 2 men) and 13 people working in the field (6 women and 7 men).

CONTEXT

According to UNODC's 2018 Reports on Trafficking in Persons (TIP) and Smuggling of Migrants (SOM)⁷, TIP saw a significant increase in trafficking victims in 2018, mostly involving women and girls for sexual exploitation and men and boys for forced labour. The SOM Report estimated that at least 2.5 million migrants were smuggled in 2016, often leading to violence and exploitation.

In the regions where GLO.ACT projects operate, both internal and cross-border trafficking exist, with rural individuals seeking better opportunities. Migration is common, converging from South and South-West Asia to destinations like Europe, Gulf countries, Australia, and North America. The projects countries serve as source, transit, and destination areas, with documented smuggling routes from Afghanistan, I.R. of Iran, Iraq, and Pakistan to Europe. Smuggling also occurs by air, transporting migrants and refugees to European destinations through various transit points worldwide.

PURPOSE AND SCOPE

This final independent evaluation covered the GLO.ACT Asia and the Middle East, and GLO.ACT-Bangladesh projects from 12 December 2018 to 31 December 2023. Its main purpose was to determine the extent to which the different activities conducted to date have contributed towards the overall objectives and outcomes and have helped the GLO.ACT teams and UNODC at large to take timely and informed decisions about the future of the GLO.ACT projects. The evaluation employed an approach focused on gender sensitivity, human rights principles, and inclusion of people with disabilities, with the goal of ensuring that everyone's

⁴ GLO.ACT PRODOC

⁵ This is why this document uses the words "projects" and "project" in relation to GLO.ACT.

⁶ With an extension until March 2024.

⁷ UNODC, (2018) Reports on Trafficking in Persons (TIP) and Smuggling of Migrants (SOM), https://www.unodc.org/documents/data-and-analysis/glosom/GLOSOM_2018_web_small.pdf and https://www.unodc.org/documents/data-and-analysis/glotip/2018/GLOTIP_2018_BOOK_web_small.pdf

voice was heard. To achieve this, the Evaluator minimized barriers, designed inclusive data gathering tools, encouraged gender balance in participation, and provided multiple communication channels to accommodate different stakeholders' needs.

This report is intended to be used primarily by the GLO.ACT team as well as the Human Trafficking and Migrant Smuggling Section, Organized Crime Branch, Division for Treaty Affairs, in UNODC.

THE COMPOSITION OF THE EVALUATION TEAM

The evaluation was conducted by independent consultant Eva Otero Candelera (female), who brings 17 years of evaluation experience, including substantial work with UNODC.

EVALUATION METHODOLOGY

The evaluation employed a mixed-method approach to collect and analyse data. All information was securely stored on the Evaluator's computer throughout the process. To ensure anonymity, all informants were briefed on the confidential nature of their input and explicitly asked for their permission to participate. The evaluation utilized various data collection tools and sampling techniques to gather information, including:

Data collection tool	Sampling technique used	Tools used to analyze data	Number of stakeholders who answered the survey or attended the interviews/FGDs
Desk review (see annex III for a full description)	Purposive sampling	MAXQDA	N/A
KII, FGD and workshops (see annex II for a full description)	Purposive sampling and snowball	MAXQDA	75 people (1 transgender, 57 men and 17 women)
Asynchronous spaces ⁸	Purposive sampling and snowball	MAXQDA	9 people (6 women/3 men)
Surveys (see annex II for a full description)	Convenience sampling	MAXQDA	Those who have a valid email address or telephone number. (249 men/ 93 women)
TOTAL			426 (1 transgender, 309 men, 116 women)

Desk review – GLO.ACT provided a large preliminary body of documents (334). These documents were examined together with additional relevant documentation gathered during the data generation phase (see annex III).

KII, FGD and workshops – The evaluation conducted virtual and in person semi-structured interviews, small focus group discussions or large workshops based on the sampling strategies. The interviews and Focus Group Discussions (FGDs) were conducted in English with translation in Iraq from Kurdish and Arabic and in Pakistan from Urdu (only in the case of the beneficiary workshop).

Asynchronous spaces – They were organised around questions or issues relevant to the evaluation using virtual technologies such as Miro. These workspaces were asked to be filled in prior the FGDs to promote reflection and discussion as soon as the FGDs started. This technique was conducted with particularly engaged people (i.e., the GLO.ACT team).

Survey – In order to broaden the range of people consulted, the evaluation launched a short multilingual and mobile-friendly survey in Microsoft forms to all those in the list of stakeholders/beneficiaries⁹ who had a valid email address or phone number.

⁸ https://miro.com/app/board/uXjVMsUxDU0=?share_link_id=668903241778

⁹ For all countries, apart from I.R. of Iran.

Field research – the following two mission took place during data collection:

COUNTRY	DATES	PEOPLE CONSULTED
Iraq	12 August – 18 August 2023	21 people, 5 United Nations (UN), 19 government officials (18 men and 3 women).
Pakistan	19 August – 25 August 2023	39 people, 5 UN, 7 civil society, 20 beneficiaries, 7 government officials (29 men, 9 women, 1 transgender).

The evaluation adhered to United Nations Evaluation Group (**UNEG**) **ethical standards** and employed a **Human Rights (HR) and gender-based approach**. This involved: a) conducting the desk review with a human rights perspective; b) considering cross-cutting issues in the methodology; c) consulting thematic experts during data collection; d) conducting a disaggregated analysis on the differentiated effects of the projects on different groups; e) ensuring a balanced list of informants; and f) including specific conclusions and recommendations on these aspects. To minimize the environmental impact of the evaluation process, a strictly paperless approach was chosen, and the number of countries travelled to was minimised.

The **information was organised** according to codes using qualitative analysis software based on the evaluation questions. In a second layer of analysis, the themes that emerged in each category, i.e., those that were supported by a significant amount of evidence, were determined. These themes were triangulated and formed the basis of the evaluation findings.

STAKEHOLDER ANALYSIS

The GLO.ACT team identified a total of 205 stakeholders¹⁰ and 842 beneficiaries (151 women) (see annex VII for a complete Excel with the stakeholder’s inventory and the planning process). The beneficiaries represent individuals who have directly benefited from the training, coaching, and mentoring initiatives offered by GLO.ACT. In contrast, stakeholders encompass a broader spectrum, including those who have been engaged in activities such as research and advocacy, as well as individuals who were targeted for projects advocacy and are considered partners in GLO.ACT's initiatives. This distinction clarifies the multifaceted engagement and collaboration that GLO.ACT maintains with both beneficiaries and stakeholders within its program framework.

The evaluator, in collaboration with GLO.ACT teams, carefully selected a list of 31 potential virtual consultees. This process considered several factors, including a bias towards non-visiting countries and a balanced representation of various organization types (partners in non-visiting countries, donors, GLO.ACT teams in non-visiting countries). Furthermore, there was a deliberate effort to prioritize women's participation over men, given the observed gender bias in the countries to be visited, as explained in the section on Human Rights, Gender Equality, Disability Inclusion, and Leaving No One Behind. This final list of 31 individuals, including 22 women, underwent further purposive prioritization to align with the evaluation's available resources and capacity.

The stakeholder analysis for the visited countries relied on data collected by the Iraq and Pakistan teams. Special attention was given to achieving representation from diverse stakeholder groups and prioritizing consultations with women whenever feasible.

LIMITATIONS TO THE EVALUATION

Limitations to the evaluation	Mitigation measures
Limited time - As this was a project evaluation rather than an in-depth evaluation, less time was available,	To mitigate this gap, FGDs and surveys were prioritised in order to reach as many people as

¹⁰ Gender disaggregation not provided.

<p>and the evaluation team was limited to one consultant. This affects the depth of analysis in complex projects such as GLO.ACT.</p>	<p>possible and the data analysis process was partly automated using qualitative analysis software.</p>
<p>Women participation - Due to the idiosyncratic nature of the countries in which GLO.ACT projects operate and the prevailing culture in the sectors with which it works (law enforcement), it was not possible to achieve a balanced participation of women in the list of informants.</p>	<p>By practising positive discrimination and explicitly inviting women to the evaluation sessions, the GLO.ACT teams were able to partially mitigate this limitation.</p>
<p>Bagdad - Due to security concerns, a visit to Baghdad, Iraq, where a significant number of projects partners are situated, was not feasible.</p>	<p>To address this issue, the team extended invitations to several key partners, relocating them to Erbil, where the security situation is relatively stable.</p>
<p>Triangulation - The limited number of consultants in the evaluation team prevented the opportunity for collective reflection, which could have enhanced the triangulation process.</p>	<p>To address this issue, the evaluator organized a preliminary findings session with the GLO.ACT team, facilitating collaborative reflection on the information analysis and findings. Additionally, a peer review was conducted to enhance the analytical process.</p>

Use of quotes: Quotes by stakeholders are used to illustrate triangulated findings that emerged during the evaluation process. They are NOT only opinions of isolated individuals.

RELEVANCE/COHERENCE

Emerging Finding 1 – GLO.ACT projects are relevant to the partners they work with, particularly for the governments of most of the countries in which they operate.

GLO.ACT is addressing two of the most critical challenges to the rule of law and human rights in the modern world: human trafficking and migrant smuggling. It operates in countries that are used as sources, transit points, and destinations for these problems. Recent tragedies, like the shipwreck in Greece in June 2023, which primarily affected Pakistani citizens, have garnered public attention and policymakers' focus, underscoring the relevance of these issues¹¹.

Most governments collaborating with GLO.ACT acknowledge the severity of these challenges and recognize that they cannot address them in isolation. They acknowledge the need for support from international institutions, with UNODC being the best suited to provide support. This sentiment is shared by government officials from most countries, except for Afghanistan¹², as well as by GLO.ACT teams and civil society partners.

EVALUATION QUESTION

To what extent was the design and implementation of this current phase based on evidence (previous evaluations, lessons learned from past programming, research)?

Finding 2 – The design of GLO.ACT projects has been based on various national assessments and evaluations, which have provided a sound theoretical basis for the workplans albeit at risk of becoming obsolete.

All GLO.ACT teams found the initial assessments conducted by the projects to be of very good quality and a useful basis on which to build workplans, with some teams particularly appreciating the legal reviews. However, the teams also noted that these assessments quickly became obsolete given the unstable and turbulent political environments of several countries. These workplans have been useful during implementation and have been adapted to changing circumstances. However, some GLO.ACT teams have also found them to be unrealistic and too ambitious.

After a detailed analysis of the GLO.ACT projects reports and the testimonies of the project's teams, it is clear that the second phase has taken into account several of the recommendations made in the final independent in-depth evaluation of GLO.ACT 1¹³. For example, a strong gender mainstreaming approach (See chapter on Human Rights, Gender Equality, Disability Inclusion and Leaving No One Behind)

Regarding the Mid-term review and Results-Oriented Monitoring (ROM), GLO.ACT has taken steps to address their findings in the action plan. Furthermore, the projects have also made adjustments to the format of certain monitoring reports.

¹¹ <https://www.reuters.com/world/pakistan-says-350-nationals-were-boat-that-sank-off-greece-2023-06-23/>

¹² After the takeover by the Taliban, the UN has no relations with the de facto government.

¹³ UNODC (2019): Final Independent In-depth Evaluation of GLO.ACT/GLOZ67, available at: https://www.unodc.org/documents/evaluation/indepth-evaluations/2019/GLO.ACT_Final_Independent_Evaluation_Report.pdf

EVALUATION QUESTION

To what extent are the outcomes, outputs, and activities relevant for achieving the overall objective of the Projects?

Finding 3 – In general, GLO.ACT projects work with a connect-the-dots approach, i.e., linking activities all the way to outcomes, rather than ticking boxes or carrying out activities that become an end in themselves. The pilot project in Afghanistan is an exception, since it is mainly based on hypotheses.

There are several documented examples of GLO.ACT teams designing activities with projects objectives in mind. In Pakistan, after contributing to the design of the TIP and SOM Law 28/18 in 2018, the team designed a series of activities with the ultimate goal of implementing the law. These activities included milestones such as the development of endorsed rules in January 2021 and the development of a comprehensive set of Standard Operating Procedures (SOPs) from 2021 to 2023. In several countries, training was followed by mentoring and/or coaching programmes to ensure that training was not an ad-hoc exercise.

After a detailed analysis of the work plans and the testimonies of the GLO.ACT projects teams, it has also been noted that the logic of the projects is not linear, since several of the activities have been designed to meet several objectives. For example, training can be aimed not only at capacity building, but also at strengthening or building relationships relevant to advocacy.

The only exception to this join-the-dots approach is the programme in Afghanistan. GLO.ACT's approach in this country differs from its usual strategy in other countries. In response to the arrival of the Taliban, GLO.ACT decided to stay and run a pilot project based on hypotheses. For example, they provided health services and awareness on the consequences of TIP and SOM to vulnerable people in the hope of helping victims of human trafficking and offered agriculture inputs such as maize and fertilizers to vulnerable families in the hope of discouraging migration through economic empowerment in addition to the provision of trainings on agricultural aspects and awareness on the consequences of TIP and SOM in the communities at risks of TIP and SOM. This type of approach requires close monitoring.

It is also important to note that, according to the project's partners and the GLO.ACT teams, the relevance of the project in Afghanistan lies in the mere presence of international organisations in the country helping citizens, which is a powerful political statement.

EVALUATION QUESTION

To what extent have projects sought, taken up and maintained appropriate partnerships?

Finding 4 – GLO.ACT projects have a wide range of relevant partners, mainly government entities, in which the teams invest considerable dexterity, energy and time. Government partners are very satisfied with the relationship they have with the GLO.ACT projects.

“An amazing partnership”. (Government official)

According to all the teams and reviewed documents, most of the partners in GLO.ACT projects are government agencies, particularly law enforcement and the judiciary. The exception is Afghanistan, where UNODC has no relationship with the de facto government, the Taliban. In other countries, GLO.ACT projects have initiated and maintained partnerships in 'uncharted territory' beyond the usual suspects. This is the case of the Kurdish security organization and the primary intelligence agency operating in the Kurdistan region in Iraq (ASAYISH), or of the Youth Network in Schools of Law and Criminology in Bangladesh. It should be noted that although GLO.ACT has also worked with ministries and other government departments, there is no record of its involvement with any of the institutional mechanisms for the advancement of women.

To a lesser extent, projects involve various UN agencies and civil society organisations.

During the evaluation, all the government partners referred to UNODC with adjectives such as helpful, understanding, patient, trustworthy, flexible, professional, persistence, dedicated, and organised, which is an indicator of their level of satisfaction with the GLO.ACT projects. An example of persistence comes from the I.R. of Iran, where GLO.ACT insisted on keeping I.R. of Iranian representatives in the regional component of the project, the Women's Network¹⁴. In addition, GLO.ACT accumulated expenses over a span of three years and facilitated various activities in the Islamic Republic of Iran. This included engagements such as exchanges and dialogues with representatives from the Islamic Republic of Iran, support for their participation in normative meetings, and other related initiatives. In 2019, a consultation mission was also conducted. GLO.ACT had a dedicated full-time staff member leading negotiations in Tehran for a duration of 2.5 years. Moreover, in response to a request from the Islamic Republic of Iran, GLO.ACT could fulfil the capacity-building needs of female officials through the women's network.

One of the main reasons that emerged to explain this satisfaction was the way in which GLO.ACT projects involved partners in the development of outputs and the design of objectives. For example, governmental partners in Bangladesh and Pakistan talked of *“co-creating rather than imposing and (not coming with) predefined agendas like others”*.

Another important reason for this satisfaction is the perception that GLO.ACT projects remain focused on a medium/long-term goal and do not deviate from neither the goal nor the organisation's own expertise. In this sense, partners welcome the fact that GLO.ACT delivers what it promises and within its area of competence.

The partnership strategy is not without its challenges. One of the main ones identified by the GLO.ACT teams is the number of layers to deal with when dealing with government agencies, which translates into a lot of time and energy to maintain partnerships. Another is the difficulty of influencing or teaching basic TIP and SOM concepts to very senior government officials.

From an administrative point of view, GLO.ACT teams and some government officials noted that administrative processes such as procurement, travel processing and hiring consultants are cumbersome and erode trust.

An important aspect of GLO.ACT's partnership strategy is not only the promotion of GLO.ACT's partnerships with partners, but also the promotion of partnerships between partners. This is the case in Iraq where relations between officials from the Baghdad Federal Region and the Kurdistan Region have been promoted in the framework of the draft SOM laws.

Building partnerships requires an extraordinary amount of time, energy and dexterity. After a detailed analysis of the testimonies of GLO.ACT teams and government officials, it can be concluded that the relationship-building dimension is essential in an environment with very little institutionalisation.

Finding 5 - To a lesser extent, GLO.ACT teams maintain partnerships with the United Nations system, (especially with IOM), with the European Union, and with civil society entities. These partnerships are successful in the vast majority of cases, albeit not always substantive.

“Very good and successful. They (GLO.ACT) were transparent and flexible”. (UN official)

GLO.ACT projects have established successful partnerships with the UN system in all countries. Examples include UN Trust in Afghanistan, the International Labour Organisation (ILO) and the United Nations High Commissioner for Refugees (UNHCR) in Bangladesh and Pakistan, and United Nations Assistance Mission for Iraq (UNAMI). The nature of these relationships is one of coordination and information exchange rather than substantive cooperation. There are exceptions, such as GLO.ACT Iraq's cooperation with UNAMI, with which they conducted joint training.

There are also documented cases of GLO.ACT projects sharing space in wider networks with other UN agencies and civil society organizations. This is the case in Bangladesh with the Counter Trafficking in Persons Technical

¹⁴ See chapter on Gender, Human Rights, Disability inclusion and leaving no one behind for a full description of the Women's Network.

Working Group of Bangladesh UN Network on Migration which comprises seven UN agencies and 17 national and international NGOs.

UNODC's main partner in GLO.ACT projects is IOM, as the implementing agency for projects under Pillar 5. In general, the partnership between IOM and UNODC has been *“collegial and very positive, transparent, and helpful”* (IOM Official). Only minor constraints were documented, such as the occasional non-invitation to each other's GLO.ACT events. At headquarters level, IOM officials also noted that the beginning of the partnership was not without challenges and that it was a lengthy process. However, the results have been beneficial and have led to one of the first UN agency partnerships. At the field level, the complementarity of interventions is understood, although, as several of the GLO.ACT teams and IOM officials pointed out, there were often no programmatic links, and at times the two entities were very disconnected.

Building partnerships with EU delegations has been largely successful, but there is a strong sense that GLO.ACT is the main driver of this process. Most Delegations, as well as EU Headquarters, are fully informed about the activities of the GLO.ACT projects and, according to EU officials themselves, appreciate both the efforts and the results they are achieving, especially under the four components led by UNODC. Only one delegation was critical of the partnership and did not feel informed about the progress of the projects.

Although partnerships with civil society organisations (CSOs) were documented in most countries, the most relevant case is Afghanistan, where they are the implementing partners. Afghan partners highly rated the partnership with UNODC.

EFFICIENCY

EVALUATION QUESTION

To what extent have the projects delivered outputs (outcomes)¹⁵ in a timely and efficient manner, also considering the challenges faced?

Finding 6 – Although resources contributed to the outcomes that were defined in the GLO.ACT projects, the allocated resources were not sufficient to make a significant contribution to the final motivational objective¹⁶. Within the approved budget, the distribution of assets is reasonable.

A detailed study of GLO.ACT's budgets in relation to its ambitious goals and the opinions of various stakeholders¹⁷ shows that the allocation of resources to the projects is too low to make a significant contribution to its ultimate goal. The scale of the problems the projects are tackling is simply too great. However, the projects were able to contribute to the outcomes within the agreed budget.

The allocation of budget items is reasonable. The largest item is staffing, which seems rational as most of the initiatives within the projects are very labour intensive.

Finding 7 - In general, the ratio between inputs/cost and contribution to outcomes is very good given the level of impact achieved by the projects.

The comparison of the impacts achieved (see Chapter on Impacts) and the investment of the projects suggests that the funds have been spent with caution and that the ratio of investment to results is very good, especially in the first four components, as judged by internal and external UNODC stakeholders. It should be noted that an important asset of the GLO.ACT projects is their brand, which is widely recognised by its partners, particularly in Bangladesh.

¹⁵ Outcomes were not contemplated in the inception report under this question; however, the sub-questions did refer to outcomes.

¹⁶ To reduce significantly TIP and SOM in the countries in which they operate.

¹⁷ GLO.ACT partners and IOM.

Finding 8 – The coordination, management mechanisms and management culture of the GLO.ACT projects have contributed to the achievement of results, but there is clearly room for improvement in administrative processes within GLO.ACT.

“We talk a lot in the team. I love this!!! These processes bring results. It is an active democracy”. (GLO.ACT country team)

All GLO.ACT teams agreed that, both in HQ and in the field, the management approach in GLO.ACT is effective, flexible and values everyone's perspectives and experiences. This approach contributes to having highly productive teams. In addition, coordination between the different country teams is smooth and everyone is aware of what their colleagues are doing.

High productivity comes at a price. Although not unanimous, several of the GLO.ACT projects field teams shared the view that their work-life balance could be improved. This deficiency does not seem to stem from the culture of GLO.ACT, but from the culture of the UN, as pointed out by several UNODC and IOM stakeholders. There is a specific element of GLO.ACT projects that is worth mentioning. In some offices that do not operate on Fridays, employees occasionally receive work requests, leading to feelings of being overwhelmed. This can have a detrimental effect on the quality of their free time spent with friends and family. Sometimes the working conditions of staff are not sufficient to carry out their work comfortably. This is the case of the Erbil staff, who work without an office.

According to all administrators consulted, there is clearly room for improvement in the administrative processes, since the current state of organizational administrative processes presents significant challenges, impeding efficient projects implementation and delivery. These challenges include lengthy procedures leading to projects delays and cost overruns, potential friction with external partners, and resource-intensive processes¹⁸. These complexities strain the projects team, impact the broader organizational operational capabilities and have resulted in vendors and consultants withdrawing their services due to the perceived effects of bureaucratic rules on the efficiency of procedures.

EFFECTIVENESS

EVALUATION QUESTION

What were the key facilitators as well as the barriers to the achievement of Projects' outcomes and outputs?

Finding 9 - The obstacles encountered by GLO.ACT during the implementation of the projects were serious and varied.

“We could not have foreseen COVID, the Taliban takeover, the isolation of I.R. of Iran, but we have found a way to respond to these challenges positively”. (GLO.ACT teams)

Over these years of implementation, GLO.ACT projects have experienced many more barriers than drivers. GLO.ACT teams' expertise and convening power are most frequently cited as facilitators. By far the most notable barriers are all those arising from COVID-19 and the political situation in the countries. As the survey shows, more than half of the respondents (52%) agreed or strongly agreed with this statement *“The changing context in the country where you work has hindered the implementation of GLO.ACT”*.

According to the annual report 2022 of GLO.ACT, in Afghanistan, the Taliban's takeover created obstacles for GLO.ACT in promoting human rights and gender equality. The new regime restricted women and girls' access

¹⁸ They include custodian DSA Rosters, bank details registration, consultant recruitment, vendor registration, staff recruitment via UNDP, and contractual agreements with implementing partners.

to education, work, and legal support. Female staff faced difficulties, and partners experienced frustration due to delays in obtaining government permits for activities.

In Bangladesh, from a legal perspective, the absence of laws criminalizing SOM posed a challenge to advocating for appropriate criminal justice measures. Despite some challenges, including changes in government contacts, GLO.ACT Bangladesh maintained a strong relationship with the government. Delays in achieving projects results were partly due to slow government confirmation of activity dates, participant selection issues, gender balance concerns, and frequent changes in government officials at the ministry level.

In I.R. of Iran, the project faced implementation challenges in late 2022, including concerns about various issues such as the treatment of female protesters and I.R. of Iran's stance on international matters. I.R. of Iran's pending legislation related to SOM and TIP, along with its non-ratification of the UN Convention against Transnational Organized Crime (UNTOC), hindered full implementation. The existing anti-trafficking law in I.R. of Iran did not meet UNTOC requirements, and program activities were limited to actions that could be carried out from outside the country.

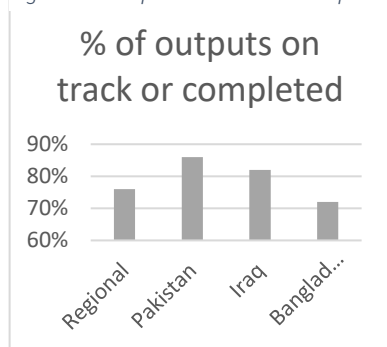
In Iraq, building and sustaining relationships with counterparts faced challenges due to government staff turnover and ongoing political disputes. Additionally, the country's linguistic diversity and cultural sensitivities complicated communication and addressing topics like the LGBTIQ+ agenda and gender equality.

In Pakistan, implementation in Pakistan encountered challenges such as floods in 2021, economic issues like inflation and currency depreciation, and gender disparities in the criminal justice sector. These factors contributed to turnover among personnel, especially in law enforcement, and hindered gender parity efforts in program activities.

Finding 10 – Despite major barriers, the level of completeness and the quality of the planned outputs is very high.

Figure 1, based on the work plans, shows that the level of complete or on track outputs is higher than 70% in all countries. It should also be noted that the planned but cancelled outputs have been considered in this analysis. Otherwise, the completion rate would be higher.

Figure 1 - Outputs on track or completed



It should also be highlighted that the ambitious work plans have been remarkably adaptable to the circumstances that have unfolded in each country (such as related to political developments or COVID-19). This is the unanimous opinion of all GLO.ACT teams.

An "extreme" example of this adaptability was observed in Afghanistan, where GLO.ACT had to redesign its entire project when the Taliban took over. This redesign has also been followed by several updates based on assessments such as the recently developed SWOT analysis.

Source: GLO.ACT work plans 2023

within and outside UNODC, the quality of these outputs is remarkable. The participatory nature of their development and, in the case of training, the quality of the teachers was highlighted.

“The reason I admired UNODC was that they considered involving all relevant parties. The law should go through a number of stages. People from all these stages were involved”. (Government official)

Only one informant disagreed with this statement. They added that the number of outputs was too high to be of high quality and that GLO.ACT was too thinly spread.

Table 1 – Main outputs

Area	Main outputs
VICTIMS’ PROTECTION	- Developing/strengthening National Referral Mechanisms (NRM) in Pakistan. - Victim support helpline in Pakistan.

GLOBAL ACTION TO PREVENT AND ADDRESS TRAFFICKING IN PERSONS AND THE SMUGGLING OF MIGRANTS – GLO.ACT ASIA AND THE MIDDLE EAST AND GLO.ACT BANGLADESH

	<ul style="list-style-type: none"> - In Afghanistan, provision of food, medical services (to 18,660 individuals), as well as education and social support.
INTERNATIONAL COOPERATION	<ul style="list-style-type: none"> - In Pakistan, establishment of liaison offices for TIP and SOM in Italy, Spain, Turkey, United Arab Emirates (U.A.E), and the United Kingdom (UK) from the Government budget. - 7 bilateral and 8 multilateral meetings facilitated to exchange channels between the Bangladesh Embassies and the common destination countries, e.g., there is a WhatsApp group between the Bangladeshi and Malaysian police.
CAPACITY BUILDING	<ul style="list-style-type: none"> - In Bangladesh, Iraq and Pakistan, extensive training to intelligence agencies, law enforcement bodies, and the judiciary. - Training materials and manuals, often incorporated into official curricula, in Iraq and Pakistan. - Mentoring and coaching session in Pakistan and Iraq. In Pakistan these sessions have also targeted female officers. - Collaboration with academic institutions in Bangladesh and Pakistan. - Community Advocacy Campaign (funded by Canada) in Pakistan.
LEGISLATIVE AND REGULATORY REVIEWS	<ul style="list-style-type: none"> - In Pakistan, the TIP and SOM law of 2018, the rules to this law and the FIA Strategic plan. - In Iraq, the drafting of the SOM laws, both for the Federal Government in Baghdad and for the Kurdistan Region. - In Bangladesh, drafting of the Bench Book for the Judges of the newly established Anti-human Trafficking Offence Tribunals.
POLICY AND PROCESSES	<ul style="list-style-type: none"> - In Pakistan, committees in TIP/SOM at national, provincial and district levels. And SOPs for the 2018 TIP/SOM law. - In Bangladesh, the SOM strategic paper for policy consideration and also conducted the First National Study on Trafficking in Persons which had the full ownership of the Government of Bangladesh
GENDER AND HR (see also the HR and Gender section)	<ul style="list-style-type: none"> - Gender and HR toolkit for TIP and SOM. - Women’s Network. - Mainstreaming gender in all products.

Source: Evaluator’s analysis

In some countries, there were also some limitations in the development of outputs, particularly trainings. Government officials, international agencies and civil society voices pointed out that training may not have a trickle-down effect, as teaching at the federal level may not translate into teaching at other levels. Respondents also questioned the extent to which the selected trainees were the most appropriate, whether they were there because of merit or relevance, or whether they were there as an incentive or because of contacts. Finally, several officials pointed out that the duration of the training was too short and/or that the methods were not participatory enough.

In addition to training, civil society groups and government officials pointed out that GLO.ACT projects were not reaching as many target groups as they ideally should. Some of the mentioned audiences were beyond the projects’ scope, like mass victim assistance. However, there were other relevant groups, as acknowledged by the GLO.ACT team during local briefings, such as the potential to work more closely with border officials or travel agencies.

Finding 11 – Monitoring systems, both substantive and financial, have substantially bettered themselves since the first phase of GLO.ACT, facilitating the implementation of outputs and outcomes.

The analysis of the evaluation of GLO.ACT/GLOZ67 (2019), the testimonies of the GLO.ACT teams and the analysis of the monitoring products show that both the substantive and financial monitoring systems have improved significantly compared to what was in place in the first phase of GLO.ACT (GLO.ACT/GLOZ67 (2019)).

Substantive monitoring is mostly based on the follow-up of work plans and outcome monitoring tools (OMTs) prepared by all countries except I.R. of Iran. It is worth noting that these field-produced products are fully utilised at headquarters and are incorporated into communication and reporting products.

This approach to monitoring has allowed projects to:

- Ensure responsible and sustainable resource utilization by clarifying underlying assumptions.
- Base programme activities and advocacy on the best available information.
- Incorporate human rights and gender equality perspectives across all activities.
- Go beyond immediate results to examine resulting actions, such as the application of skills and implementation of guidelines.
- Identify and address barriers to progress and ineffective approaches.
- Document unintended consequences (both positive and negative) and review safeguards to inform future programme design.
- Have reliable access to projects budgets organised by country and by outcomes.

However, there are some limitations to how this monitoring system functions. Based on conversations with partners in Afghanistan, the type of monitoring conducted in this pilot project should not be considered as outcome monitoring. Instead, it is process monitoring, primarily assessing the implementation of activities rather than testing the hypotheses on which it is based and measuring their actual impact on concrete change.

Additionally, there is a consensus among various voices within GLO.ACT regarding the importance of strengthening qualitative monitoring techniques. This recognition arises from the understanding that qualitative data adds depth and context to projects evaluation, revealing nuances and insights that quantitative data alone may miss.

CONTRIBUTIONS TO IMPACT

EVALUATION QUESTION

To what extent have the projects generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?

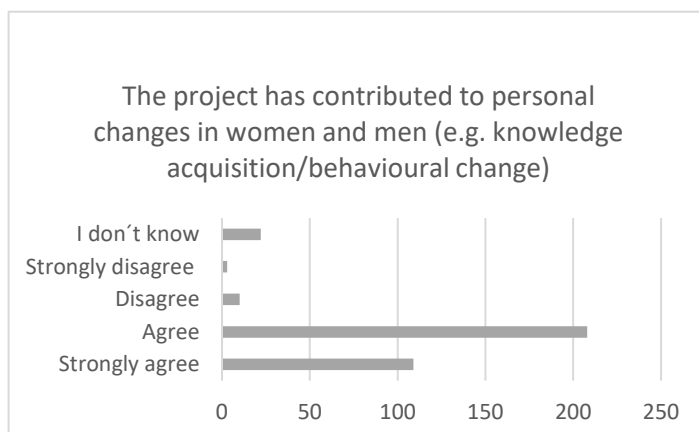
"We have contributed to dramatically changing the response to TIP/SOM in Iraq and Pakistan, that was planned, and we have done it". (GLO.ACT team)

Finding 12 - GLO.ACT has contributed to concrete changes in both the personal and institutional spheres.

The change that the projects ultimately seek is largely rooted in intangible aspects (beliefs, assumptions, attitudes, etc.) and may not be immediate. GLO.ACT's long-term commitment (e.g., in Pakistan) puts the projects in a good position to bring about these changes. In other places, such as I.R. of Iran, this has not been the case.

It is evident that the GLO.ACT projects have played a role in bringing about personal transformations (refer to figure 3). Numerous instances have been recorded where the projects have been instrumental in facilitating these subtle personal changes. Particularly noteworthy is the ideological shift observed in Pakistan, and to a lesser extent in Iraq and Bangladesh. This shift implies that stakeholders engaged with the projects started to perceive victims of Trafficking in Persons (TIP) and Smuggling of Migrants (SOM) as victims rather than as perpetrators. This was echoed by members of law enforcement bodies, the judiciary, government officials and GLO.ACT teams.

Figure 2 - Contribution to personal changes



Source: Survey to beneficiaries

Ideological shifts and knowledge acquisition by key decision makers have also been documented.

"We worked with a judge who stated in a workshop that he had "never understood these issues before" and he is now a leading light in Iraq, even in child sexual exploitation". (GLO.ACT team)

According to the EU delegations, notable changes have occurred among decision-makers at the highest level, including politicians in positions of power. They highlighted how ministers who participated in events addressing

TIP and SOM eventually grasped the inadequacy of existing policy and legal frameworks, recognizing the imperative to align with UN proposals for addressing these issues. The EU delegations credited GLO.ACT with playing a role in facilitating these changes.

Another crucial aspect frequently emphasized by government officials and other partners in Bangladesh, Iraq, and Pakistan was the contribution of the GLO.ACT projects in aiding individuals working with them to discern the distinction between TIP and SOM.

"UNODC has helped us to identify what human trafficking is and the difference between TIP and smuggling of migrants". (GLO.ACT partner)

The direct impact of the GLO.ACT projects on victims and survivors of TIP and SOM was more limited and was restricted to the assistance provided under Pillar 5 managed by IOM (102 persons have been assisted) and to the people assisted by the project in Afghanistan¹⁹. Additionally, in Iraq, GLO.ACT has been credited by law enforcement, government official and UN Agencies with contributing to the installation of cameras in some police stations, which will potentially have a positive impact on the treatment of victims and survivors by the police.

Finding 13 - The projects have contributed to organisational changes and high-level changes.

"(GLO.ACT is) multi-faceted, and they target the ministries, the judiciary and the whole chain of command including the parliament to help push through the adoption of the laws" (EU Delegation)

The most significant contribution that emerged from the evaluation process in terms of institutional change was the contribution to the drafting, in Iraq and Pakistan, and, in the case of Pakistan the enactment of, **TIP and SOM legislation**. Government officials, the judiciary and civil society credited GLO.ACT with playing an essential role in the development of these laws in both countries.

In the case of Iraq, this involved the drafting of two laws related to Smuggling of Migrants (SOM) – one for the Federal Government of Iraq and another for the Kurdistan Region. In the case of Pakistan, it encompassed the development and enforcement of legislation addressing TIP and SOM, the formulation and endorsement of rules to facilitate the implementation of the law, the creation of a comprehensive set of SOPs, and the development and government adoption of a National Action Plan for the period 2021-2025.

The projects have also contributed to **strengthening national strategies and capacities**. In addition to the aforementioned National Action Plan in Pakistan, the project is also credited with contributing to the country's rating upgrade in the US TIP report in 2022. Similarly, in Bangladesh, the same US report on TIP acknowledged that the main reason why Bangladesh moved up to the 2nd tier was because of the publication and launch of the First National TIP Study that was conducted with the substantive assistance of the GLO.ACT team. In Bangladesh, despite bureaucratic challenges, formal approval has been obtained, facilitating strong buy-in

¹⁹ 18,660 individuals under the health assistance as per last Quarterly Report as well as people assisted under the alternative development component.

from important ministries. The team is now well-positioned to continue making significant contributions in the country, with various deliverables and collaborations in progress, including the development of SOP on investigation of human trafficking cases and Bench Book for the Judiciary on Effective Criminal Justice Responses to Human Trafficking Cases.

It is important to unpack how GLO.ACT projects have contributed to the **strengthening of criminal justice responses** through the strengthening of their institutions. 77% of respondents²⁰ to the survey agreed or strongly agreed with the statement *“the projects contributed to organisational changes. GLO.ACT’s contribution led to us doing things differently in (my) organisation”*. These institutional changes have translated, according to a significant proportion of government officials and the GLO.ACT teams, into stronger systems, laws, policies and protection pathways for victims/migrants for the criminal justice system to respond to these crimes.

A substantial part of this transformative impact can be attributed to the training, coaching, and mentoring provided by the projects. For instance, in Pakistan, the Federal Investigation Agency (FIA) has reached a critical mass in training, leading to significant changes within the organisation. In Iraq, according to ASAYISH sources, mentoring provided to key and strategic personnel within the organization has reshaped mindsets and fostered behavioural changes.

The projects have also played a role, albeit to a limited extent, in bolstering regional and trans-regional cooperation. One noteworthy instance was observed in Pakistan, where the Federal Investigation Agency (FIA) set up liaison offices in strategic countries known for transnational organized crime activities, with GLO.ACT providing key support for this initiative. Another example was noted in Bangladesh, where GLO.ACT facilitated bilateral negotiations with Malaysia, Libya and Costa Rica.

SUSTAINABILITY

EVALUATION QUESTION

To what extent have stakeholders and beneficiaries taken ownership of the results, activities, and goals of GLO.ACT?

Finding 14—Governments have taken ownership of some of the results of GLO.ACT projects.

In Iraq and Pakistan, government sources indicate that certain government agencies, such as the Pakistani Federal Investigation Agency (FIA), have taken proactive steps to disseminate the knowledge gained from the training within their organizations. This includes organizing meetings or generating internal reports to ensure the sustainability of the learning.

Moreover, the sustainability of government ownership is exemplified by legislative efforts in Iraq and Pakistan. According to both the governments and the GLO.ACT teams, this ownership was successfully established by involving the right individuals at every stage of the process.

However, ownership has not always been forthcoming, as a UN official pointed out, governmental bodies are still far from being willing or able to provide a holistic response to victims and survivors of TIP and SOM and to set up effective National Referral Mechanism (NRM).

EVALUATION QUESTION

To what extent will the benefits generated through the Projects be sustained after implementation?

²⁰ Mostly law enforcement and other government officials.

Finding 15 – In general, the outputs and outcomes of GLO.ACT projects are sustainable, although there are several challenges that hinder this potential.

Predicting the sustainability of the outputs and outcomes of GLO.ACT projects is challenging due to the political volatility in the countries where they operate. A notable example is Afghanistan, where GLO.ACT is conducting a pilot project that involves assessing the results. Based on this assessment, the project will consider extensions and improvements as necessary.

This said, GLO.ACT projects have developed a generic sustainability strategy²¹ during the inception phase, which is also adapted to each of the countries in which it is implemented. The strategy included seven general principles²² that make it more likely that the products and results of the projects will live on after the projects have ended.

From a detailed study of the testimonies of the people interviewed, it can be concluded that the two principles that have worked best to promote the sustainability of the products and the process are:

Table 2 - Sustainability principles

<p>Principle 1 - Bricks in the wall, not drops in a bucket. According to the projects teams and their partners, activities were not planned as an end in themselves, but as a sequence (bricks in the wall) that contributed to sustainability where possible. This is not the case in the pilot project in Afghanistan, where livelihood and health activities are still perceived as ad hoc, especially given the scale of the problem they tackle. Without a substantial investment, these activities are unlikely to have a lasting impact on the broader population.</p>
<p>Principle 5 – Building political support. Most of the authorities contacted agreed that GLO.ACT projects had been successful in reaching decision-makers. This has increased the commitment of the institutions to continue using GLO.ACT products and to follow up on the processes they have initiated.</p>
<p><i>Source: GLO.ACT documents</i></p>

Projects have also encountered challenges in ensuring sustainability. One of the issues that was most frequently cited by government and civil society actors was the lack of financial or human resources from partners to invest in the implementation of products and processes, either due to lack of budget and/or lack of political will. This has not always been the case. In Iraq, for example, the ASAYISH has already assigned personnel to implement the SOM law.

Another major challenge to sustainability is the need to close projects or change the approach of interventions in some countries. Several stakeholders, such as government officials from different countries and survey respondents, feared that projects in some countries would be closed or the approach changed.

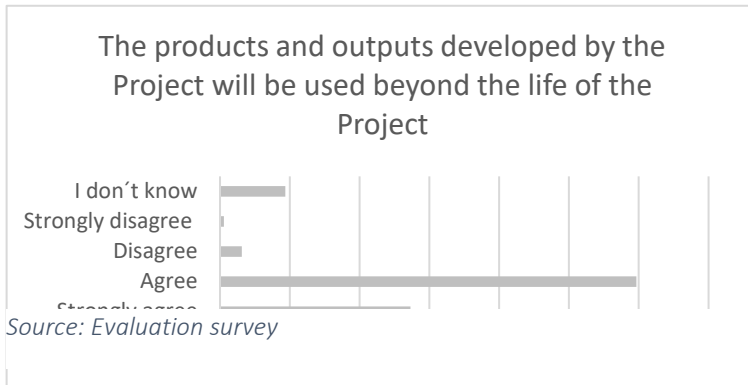
“Such projects should be continued and ensure their implementation in the field”. (Survey respondent)

Figure 3 - Outputs beyond the life of the projects

²¹ Exit and sustainability Strategy GLO.ACT.

²² Principle 1 – Placing Bricks in The Wall, Not Drops in A Bucket; Principle 2 – Planning for Exit from the Outset; Principle 3 – Promoting Rigorously Sustainable Programming; Principle 4 – Supporting Resource Diversification; Principle 5 – Building Political Support; Principle 6 – Facilitating Local Engagement; Principle 7 – Closing Well.

The vast majority of the products generated by GLO.ACT have the potential to be used beyond the projects (see figure 3). According to all parties involved, government officials, survey respondents and GLO.ACT teams, the laws of Iraq and Pakistan will not be overridden.



In terms of training and teaching materials, the projects have focused on embedding learning and materials within partner institutions. This is the case of the Punjab Police Academy in Pakistan, which has incorporated the material developed by GLO.ACT into its curricula. In Iraq, GLO.ACT

training materials have been adopted by the Ministry of Interior. In Bangladesh, there is a strong commitment from the Judicial Administration Training Institute of the Ministry of Justice to use the bench book developed by GLO.ACT and integrate it into its training cycle.

Although the assessment of the sustainability of the products is good, there are some outputs whose sustainability after the projects is questionable. This is the case with the Women's Network, which, according to sources inside and outside GLO.ACT, lacks clear sustainability prospects given the maintenance of governance and resources required. It is also doubtful whether the results of small-scale livelihood initiatives are sustainable in Afghanistan. This was confirmed by the project's partners. According to civil society sources in Pakistan, the sustainability of the results of the advocacy campaign depends on other organisations picking up the baton and expanding the campaign in time and depth.

HUMAN RIGHTS, GENDER EQUALITY, DISABILITY INCLUSION AND LEAVING NO ONE BEHIND

EVALUATION QUESTION

To what extent have the projects design and implementation considered human rights, gender equality as well as marginalized groups, including LGBTQI+ and people with disabilities?

“It’s a sensitive issue and the police find challenges with it but we are vigilant and we have a lot of (GLO.ACT) advisers who give guidance on enforcing human rights and gender”. (partner)

Finding 16 – Despite some challenges, gender and HR mainstreaming in GLO.ACT has been almost flawless.

There is a broad consensus among all consulted parties that the incorporation of a gender and human rights perspective in GLO.ACT projects is highly commendable. This achievement is notable even in contexts where such perspectives may be met with scepticism due to their association with Western and/or feminist constructs. GLO.ACT's commitment to mainstreaming these principles stands out as a significant achievement despite multiple challenges.

According to GLO.ACT projects teams and some of their counterparts, the institutional context in UNODC has at times not been conducive to addressing these issues, as the organisation has been slow to respond or has not responded publicly to certain situations of human rights or gender violations, which has undermined the credibility of GLO.ACT projects' work.

Despite these external and internal difficulties, the GLO.ACT projects addressed the whole TIP and SOM “circle” from prevention to protection, tackling gender equality and with full respect of HR. The evaluation was able to document several examples that support this statement.

One of the most prominent products in terms of gender equality has been the establishment of the Women's Network. This is a network of female government officials, particularly from law enforcement bodies who receive information from mentors, exchange knowledge and contribute to relevant reports. The network is articulated through virtual and face-to-face meetings and through platforms such as WhatsApp, Zoom and KNOWTS.

According to all sources, including women from the network, this initiative has empowered them to change the way they work and go places. In I.R. of Iran, for example, three of the members, who work in different ministries, got involved in drafting the bill to combat TIP and SOM.

Beyond gender mainstreaming, the integration of human rights through the adoption of a victim-centred approach²³ has also played a key role. According to government officials, civil society, IOM and other UN agencies, this was evident in all four pillars managed by UNODC, as well as in the pillar managed by IOM.

Additionally, an overwhelming 97% of survey respondents agreed or strongly agreed that the projects considered human rights aspects.

Of all the aspects that can be covered by this approach, the protection and integration of people with (dis)abilities was the least developed.

Finding 17 – The GLO.ACT projects have made great efforts to integrate a gender perspective and an HR approach in all the products they have developed.

One of the aspects of the projects where the integration of gender and HR has been most evident is in training and coaching. In this regard, there has been a visible commitment to use these venues to increase visibility and platforms for women and transgender women, the latter particularly in Pakistan.

As supported by both the training participants and the GLO.ACT teams, encouraging women's participation in the trainings, gender and HR mainstreaming was also present in the materials used, for example in the role plays.

The gender perspective has also been mainstreamed according to internal and external sources in reports and publications such as the National Report on TIP and SOM developed in Bangladesh.

In addition to mainstreaming outputs, the projects have also developed concrete products on gender and human rights. The most important of these was the *Global tool kit on Gender and Human Rights and gender equality for a criminal justice response into TIP/SOM* which, according to all teams, is widely used and will continue to be used beyond the life of the projects.

Another important product has been the gender Module on Women's Empowerment, one of the deliverables of the Women's Network embedded into their regular training on TIP and SOM, and based on the requests and needs expressed by members.

²³ <https://www.un.org/en/victims-rights-first#:~:text=What%20is%20the%20victim%2Dcentred,affiliation%20of%20the%20alleged%20perpetrator.>

III. CONCLUSIONS

CONCLUSION 1 - GLO.ACT PROJECTS PRIORITIZE PRACTICAL OUTCOMES AND PARTNERSHIPS

GLO.ACT projects are designed with a focus on achieving practical outcomes, as opposed to merely going through procedural motions. They build strong collaborative relationships with government partners and maintain various successful partnerships, including those with the United Nations system, the European Union, and civil society organizations. While budget constraints are acknowledged, these projects manage to make meaningful contributions towards their defined goals. In the case of the Afghanistan pilot project, this remains to be seen as it is based on rough hypotheses.

CONCLUSION 2 - GLO.ACT PROJECTS HAVE MOSTLY OVERCOME IMPLEMENTATION CHALLENGES AND HAVE ELEVATED MONITORING SYSTEMS. HOWEVER, ADMINISTRATIVE PRACTICES COULD STILL BE STRENGTHENED.

Management and coordination mechanisms are good, although the work-life balance and working conditions of some staff could be improved. Despite facing a range of implementation challenges, GLO.ACT projects consistently deliver high-quality and complete outputs. The exception is the I.R. of Iran, where the project had to be almost completely suspended due to external factors outside the project's control. Additionally, the outreach of the projects in the rest of the countries could be expanded²⁴.

Monitoring systems have seen substantial enhancements since the first phase of GLO.ACT, making it easier to implement both project outputs and outcomes. However, qualitative monitoring can be improved.

CONCLUSION 3 - GLO.ACT PROJECTS' IMPACT AT INDIVIDUAL AND INSTITUTIONAL LEVELS DRIVES TRANSFORMATION AND GOVERNMENT OWNERSHIP

GLO.ACT projects have been notably successful in effecting concrete changes at both personal and institutional levels, resulting in significant organizational and high-level transformations, most notably laws on TIP and SOM in different countries.

GLO.ACT projects played a crucial role in Iraq and Pakistan by aiding in the creation and implementation of legislation addressing TIP and SOM. Additionally, these projects bolstered national strategies, leading to improved rankings in international reports. They also induced changes within criminal justice systems through training, coaching, and mentoring. Moreover, GLO.ACT projects facilitated regional collaboration.

CONCLUSION 4 - GLO.ACT PROJECTS ARE ACHIEVING SUSTAINABLE IMPACT AND INCLUSIVE INTEGRATION OF GENDER AND HUMAN RIGHTS PERSPECTIVES

In terms of sustainability, the outputs and outcomes of GLO.ACT projects generally endure over time, even though they face several challenges in this regard.

Importantly, GLO.ACT has demonstrated remarkable success in integrating a gender perspective and a human rights approach into all its project products, with these considerations being seamlessly woven into the fabric of the projects. The inclusion of people with disabilities is not yet well developed.

²⁴ border control and travel agencies, for example.

IV. RECOMMENDATIONS

These recommendations have been derived from the analysis of the evaluation and from explicit feedback from all those consulted (excluding those who responded to the survey).

RECOMMENDATION 1 – AFGHANISTAN

For – UNODC, Human Trafficking and Migrant Smuggling Section, GLO.ACT teams.

Based on finding 4 – Relevance; finding 11–Effectiveness; and finding 15 – Sustainability.

It is recommended to adopt an approach, within the next six months, that places significant importance on the implementation of comprehensive, long-term monitoring. This approach is particularly relevant when dealing with projects that are built on hypotheses, like the one in Afghanistan. This recommendation is further detailed below:

- **Further training of Implementing Partners (IPs):** To effectively execute a pilot project that relies on hypotheses and uncertain conditions, it is essential to ensure that implementing partners are well-prepared and informed. This involves providing further training and capacity-building programmes for these partners. Such training should cover various aspects, including the underlying hypotheses, data collection methods, and the importance of accurate and timely reporting.
- **Comprehensive, Long-term Monitoring:** Instead of merely tracking the progress of project activities, a focus on comprehensive, long-term monitoring is recommended. This monitoring should track changes in the lives of the individuals being assisted, aiming to measure tangible improvements and positive outcomes.
- **Testing Hypotheses:** Since the project in Afghanistan is a pilot based on hypotheses, the monitoring process should include systematic testing of these hypotheses. This means collecting data and evidence to determine whether the assumptions made at the project's outset are valid. For instance, in the case mentioned earlier, the project could gather data on how providing health services or maize affects vulnerability to trafficking or migration.

RECOMMENDATION 2 – DISABILITY INCLUSION

For – UNODC, Human Trafficking and Migrant Smuggling Section, GLO.ACT teams.

Based on finding 17 - Human Rights, Gender Equality, Disability Inclusion and Leaving no one behind.

In the process of developing the work plans for the upcoming phase of UNODC's "Action Against Human Trafficking and Migrant Smuggling" projects, which will occur over the next six months, it is recommended to increase the explicit inclusion of the disabled population. This involves:

- Collaborating with experts in the field when conducting country assessments to ensure a comprehensive understanding of disability-related issues.
- Incorporating disability-specific activities wherever feasible within the projects' scope.
- Taking proactive steps to eliminate barriers that may hinder the participation of individuals with disabilities in projects activities.
- Continuously integrating disability-related concerns and considerations into the materials generated by the projects.

This approach aims to enhance the inclusivity and effectiveness of the projects in addressing the needs of people with disabilities.

RECOMMENDATION 3 – WORK LIFE BALANCE AND WORKING CONDITIONS

For – UNODC, Human Trafficking and Migrant Smuggling Section, GLO.ACT teams.

Based on finding 8 – Efficiency.

To promote a healthier work-life balance within the next phase of the GLO.ACT (UNODC’s “Action Against Human Trafficking and Migrant Smuggling” projects), which will be developed over the next six months, it is advisable to establish a comprehensive work-life balance and working conditions policy with concrete measures. This should include:

- Enhanced communication regarding expectations and boundaries, especially in terms of communication channels and response times.
- Activation of the out-of-office reply during all days off.
- A clear commitment not to disturb colleagues under any circumstances on public holidays and weekends.
- Implementation of a mutual support mechanism within the team. This refers to regular meetings, whether they are formal or informal, where individuals can openly discuss their work-life needs and collaboratively find solutions in a spirit of solidarity.

RECOMMENDATION 4 – EXPANDING OUTREACH

For – UNODC, Human Trafficking and Migrant Smuggling Section, GLO.ACT teams.

Based on finding 10 – Effectiveness.

For the next phase of GLO.ACT (UNODC's "Action Against Human Trafficking and Migrant Smuggling" projects), it is recommended to expand the scope of the initiative. This expansion should involve further collaboration with border officials and travel agencies. To achieve this, it is advisable to incorporate these considerations into the projects document within the next few weeks or include them in the assessments and work plans for the next six months. This broader engagement will help address human trafficking and migrant smuggling issues more comprehensively.

RECOMMENDATION 5 – QUALITATIVE MONITORING

For – UNODC, Human Trafficking and Migrant Smuggling Section, GLO.ACT teams.

Based on finding 11– Effectiveness.

It is recommended to prioritize the enhancement of qualitative monitoring, recognizing its significance in gaining a deeper understanding of the projects’ impact, especially in complex contexts. Delegating data collection and analysis to field offices is suggested as a practical approach to harness local knowledge, but it should be managed to ensure it does not overburden. This approach capitalizes on their proximity to projects implementation, streamlining the process and ensuring their direct involvement in assessing impact on the ground. This way, the projects can gain more insightful and contextually relevant information, ultimately improving their effectiveness.

V. LESSONS LEARNED AND GOOD PRACTICES

LESSONS LEARNED

BUILDING RELATIONS

Building partnerships is a demanding process, requiring significant time and effort. In environments with limited institutionalization, the dimension of relationship-building becomes even more crucial. It involves establishing connections, understanding stakeholders, and fostering trust, emphasizing the importance of these relationships in achieving successful collaborations.

ADMINISTRATIVE PROCESSES

Administrative processes, which encompass tasks like paperwork, approvals, and coordination, have the potential to impede the smooth flow of activities within a project or organization. They can become bottlenecks, slowing down progress and creating delays. When these administrative procedures become overly complex, inefficient, or burdensome, they can hinder productivity and affect the overall efficiency of an operation. It is crucial to critically examine these administrative systems and not consider them as unchangeable, as improvements can often be made to streamline and enhance their effectiveness.

GOOD PRACTICES

CONNECTING THE DOTS

GLO.ACT adopted a connect-the-dots approach, which means it emphasized the importance of establishing clear links between the activities undertaken and the actual outcomes achieved. In this approach, the emphasis was on ensuring that each activity meaningfully contributed to the desired outcomes, rather than merely completing tasks for the sake of fulfilling requirements or checkboxes. In essence, it prioritized a results-oriented perspective, where every action taken should have a purpose and contribute to the overarching goals and objectives of the projects.

INCLUSIVE APPROACH

Partner satisfaction with GLO.ACT projects was notably attributed to the inclusive approach of involving partners in shaping projects outputs and designing objectives. This participatory engagement allowed partners to have a direct and meaningful role in the projects' development, contributing to their overall satisfaction.

EFFECTIVE AND FLEXIBLE MANAGEMENT

The effective and flexible management approach within GLO.ACT prioritizes inclusivity, valuing diverse perspectives and experiences. This approach fosters highly productive teams and promotes seamless coordination among various country teams. As a result, everyone is well-informed about colleagues' activities, contributing to the overall success of the projects.

GENDER-SENSITIVE APPROACH

GLO.ACT has successfully integrated a gender perspective into its initiatives, promoting gender mainstreaming in various projects products and activities. This has been achieved in contexts where gender work was not always readily accepted. The project has contributed to incorporating gender aspects into the legal framework, adopting a gender-sensitive approach to victim support, and empowering numerous women and transgender women, including those working in security forces. GLO.ACT's efforts have played a pivotal role in advancing gender equality and women's empowerment in challenging environments.

ANNEX I: TERMS OF REFERENCE

I. BACKGROUND AND CONTEXT

Project duration:	12 December 2018 – 31 December 2023
Location (Country/ies and sub-national focus areas, if relevant):	Global/Asia and the Middle East: the Islamic Republic of Afghanistan (Afghanistan), People’s Republic of Bangladesh (Bangladesh), Islamic Republic of I.R. of Iran (I.R. of Iran), Republic of Iraq (Iraq) and the Islamic Republic of Pakistan (Pakistan).
Linkages to Country, Regional and Thematic Programmes & UNODC Strategy 2021-2025:	<p>Sub programme 1. Countering transnational organized crime and illicit trafficking and illicit drug trafficking. 1. (a) Increased technical assistance implemented, at the request of Member States, aimed at promoting ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and its Protocols.</p> <ul style="list-style-type: none"> •Afghanistan – UNODC Country Office and UN coordinated intervention •Bangladesh – UNODC Programme Office and Regional Programme for South Asia •I.R. of Iran – UNODC Country Office and Country Programme •Iraq – UNODC Programme Office and Regional Programme for North Africa and the Middle East •Pakistan – UNODC Country Office and Country Programme <p>UNODC Strategy 2021 -2025, Thematic Area 2: preventing and countering organized crime (outcomes 1, 2 and 3).</p>
Linkages to the SDG targets to which the project contributes:	5.2, 8.7, 10.7, 16.2, 16.3, 16.4, 16 a, and 17 (cross-cutting)
Executing Agency (UNODC office/section/unit):	Human Trafficking and Migrant Smuggling Section, Organized Crime Branch, Division for Treaty Affairs, UNODC
Partner Organizations:	International Organization for Migration (IOM)
Donor(s):	European Union, Canada (co-funding) In-kind contributions received from several donors/partners
End Beneficiaries/Recipients:	The final beneficiaries of the project are the actual and potential victims of trafficking and smuggled migrants, including children, their local communities, and generally the society in the partner countries who will ultimately benefit from reducing the adverse effects of trafficking and smuggling, including the activities undertaken by organized criminal groups with the profits of these crimes. The most vulnerable groups (women, children, disabled people, indigenous populations) will be specifically considered.
Total Approved Budget (USD):	Total cost: EUR 12,545,177 Total amount of EU budget contribution: EUR 12,500,000

	Total amount of UNODC/co-funding from Canada: EUR 45,177
Total Overall Budget (USD):	EUR 12,545,177 / USD 13,849,597
Total Expenditure by date of initiation of evaluation (USD):	USD 10,125,000 (per the last financial certified report covering until September 2022/to be updated when starting the evaluation)
Name and title of Project/Programme Manager(s) and implementing UNODC office(s)/section(s)/unit(s):	Ms. Aimée Comrie, Project Coordinator, Ms. Eurídice Márquez, Programme Management Officer, GLO.ACT Asia and the Middle East, UNODC Human Trafficking and Migrant Smuggling Sections (HTMSS), Organized Crime and Illicit Trafficking Branch (OCB), Division for Treaty Affairs (DTA)
Time frame of evaluation: (planned start and end date of the evaluation process)	April 2023 – December 2023 (9 months)
Budget for this evaluation in USD: ²⁵	USD 50,000
Number of independent evaluators planned for this evaluation:	One Lead Evaluator (no substantive evaluator considered as there was a mid-term review and the EU Results Oriented Monitoring Mission, both conducted by substantive evaluators).
Type and year of past evaluations:	Final Independent In-depth Evaluation of the first phase of the Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT) GLOZ67, 2019. In-depth evaluation and final independent evaluation of the UNODC Global Programmes against Trafficking in Persons and the Smuggling of Migrants (GLOT59, GLOT92, GLOT55), 2017.

II. PROJECT OVERVIEW

The Global Action against Trafficking in Persons and the Smuggling of Migrants - Asia and the Middle East (GLO.ACT Asia and the Middle East) is a joint initiative by the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC) being implemented in partnership with the International Organization for Migration (IOM) in four countries: Islamic Republic of Afghanistan, Islamic Republic of I.R. of Iran, Republic of Iraq and Islamic Republic of Pakistan. The Global Action against Trafficking in Persons and the Smuggling of Migrants – Bangladesh (GLO.ACT – Bangladesh)²⁶ is a parallel joint initiative by the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC) being implemented in partnership with the International Organization for Migration (IOM), led by the Government of Bangladesh.

Both GLO.ACT Asia and the Middle East and GLO.ACT-Bangladesh, build on a global community of practice set in motion in the first phase of GLO.ACT 2015-2019²⁷ and assist governmental authorities and civil society organizations in targeted, innovative and demand-driven interventions: sustaining effective strategy and policy development, legislative review and harmonization, capability development, and international cooperation. The project, through IOM as Implementing Partner, also provides direct assistance to victims of

²⁵ Including fees for evaluation team, travel, printing, editing, translation, interpretation, etc.

²⁶ In the course of consultations regarding implementation of the project in Bangladesh, the Government of Bangladesh requested the project be tailored to the national level, rather than being part of the regional action. Following discussions with the donor focal point both in HQ and in Dhaka at the EU Delegation, this ‘standalone’ approach was approved while it was agreed to maintain the overall same project management, brand and implementation strategy. Reference is made throughout the document to GLO.ACT and GLO.ACT Bangladesh but they remain unified in terms of overall grant, budget lines, reporting lines and obligations.

²⁷ Available at: https://www.unodc.org/documents/evaluation/indepth-evaluations/2019/GLO.ACT_Final_Independent_Evaluation_Report.pdf

human trafficking and vulnerable migrants through the strengthening of identification, referral, and protection mechanisms.

Central to the approach taken by the GLO.ACT team has been a focus on:

- Building a community of practice; both practitioner-to-practitioner and across countries and sectors of the response, from traditional criminal justice providers to new or relevant actors;
- Operational level impact – with the aim of providing operational support and input to ongoing trafficking in persons (TIP) and smuggling of migrants (SOM) cases at country and bilateral, regional levels –with a focus on mentorship;
- Meaningful gender and human rights mainstreaming – beyond counting numbers to the finalization of a standard setting toolkit for the TIP and SOM field validated by policy setting and coordination bodies, targeted efforts to increase female professional representation and the development of a Women’s Network;
- Tracing illicit financial flows through research addressing a major gap in knowledge which will help tailor capacity building and operational efforts to target the illicit flows and ensure effective financial investigations are initiated;
- A focus on increasing the quality, rather than quantity, of investigations/convictions, through promotion of coordinated and strategic approach to case and target selection, with the aim of holding accountable those most responsible for organized crime and illicit profit;
- Diversifying evidence base from one based solely on testimonial evidence to one that promotes financial/forensic and other corroborative lines of inquiry;
- Addressing the policy and practical linkages between conflict and TIP/SOM, ensuring that conflict-informed approaches are implemented and that they are harmonized with relevant humanitarian and human rights actors as well as international justice mechanisms;
- Holistic crime prevention approach in line with UNODC’s approach as a multi-sectoral, multi-disciplinary, and integrated endeavour;
- Going local as much as possible – ensuring the project invests resources and training outside of the capital and identifies feasible pilot areas, and privileges and fosters national expertise, including through mentorship.

GLO.ACT’s team further developed a series of papers to outline its vision (available in Annex 2).

With regards to the overall project aim, GLO.ACT Asia and the Middle East and GLO.ACT-Bangladesh are working towards on putting systemic changes and processes into place that are likely to increase the quantity and quality of the assistance provided and the TIP/SOM cases investigated and/or prosecuted.

The Project’s Objective:

The overall objective of GLO.ACT is to reduce Trafficking in Persons (TIP) and Smuggling of Migrants (SOM), and to assist and protect victims and vulnerable migrants, including children. GLO.ACT works alongside the partner countries in developing and implementing more effective national and international responses to TIP and SOM linked to the following pillars of intervention:

The Project’s Outcomes:

1	Strategy and policy: Partner countries have capacity, tools and information to develop, implement, monitor and evaluate evidence-based strategies and policies against TIP and SOM, aligned with international instruments.
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2	Legislative assistance: Partner countries adapt their national legal frameworks on TIP and SOM in line with international standards and other good practices.
3	Capacity building: Partner countries provide a strengthened criminal justice response to TIP and SOM
4	Bilateral, regional and international cooperation: Partner countries contribute to strengthened regional and trans-regional cooperation related to TIP and SOM.
5	Protection and assistance: Government and civil society in partner countries have the skills and mechanisms to identify and screen both adult and child migrants for vulnerabilities, including trafficked victims, unaccompanied minors and smuggled migrants, and refer them to relevant service providers.

III. PURPOSE AND SCOPE OF THE EVALUATION

Planned utilisation of the evaluation results:	The evaluation is a summative evaluation as it will assess how the findings and recommendations of previous evaluation were considered for the design and implementation of this phase, as well as assess project successes, areas of improvements and lessons learned. It will be also a formative evaluation, as the evaluation findings and recommendations will be used by the GLO.ACT team to inform the future development of future phases in the same or different countries/regions. ²⁸ The GLO.ACT management team also hopes to disseminate the evaluation results widely so that it can be used or referred to by the anti-TIP and SOM community and therefore inform other interventions beyond UNODC ones.
Main users of the evaluation results:	The main users will be the UNODC GLO.ACT team, the UNODC Human Trafficking and Migrant Smuggling Section, UNODC Senior Managers, IOM, EU, key national partners, key CSOs, main regional or national partners.
Unit of analysis (full projects/segment/etc.)	Global action to prevent and address trafficking in persons and the smuggling of migrants (GLO.ACT) implemented by UNODC in partnership with IOM, second phase in Asia and the Middle East. Consideration will be given to the coherence and effectiveness of programming across implementing agencies.
Time period covered by the evaluation:	January 2019 to September/October 2023 (end of data collection). The objective would be to try to cover as much as possible of the project, which is ending in December 2023.
Geographical coverage of the evaluation:	Asia and the Middle East: The Islamic Republic of Afghanistan (Afghanistan), People’s Republic of Bangladesh (Bangladesh), Islamic Republic of Iran (I.R. of Iran), Republic of Iraq (Iraq) and the Islamic Republic of Pakistan (Pakistan). The IPE will be conducted remotely, with potential missions by the evaluator depending on the security situation. It is anticipated that the evaluator could visit Bangladesh, Pakistan and maybe Iraq (Erbil/Kurdistan Region of Iraq), but Afghanistan and the I.R. of Iran would not be suitable due to security challenges. The evaluator could also visit Belgium (EU Headquarters) and Austria (UNODC Headquarters) as it could be combined with a relevant project related event.

²⁸ As of February 2023, UNODC is in the final stages of signing a contract with the European Union Delegation in Kazakhstan for a new phase targeting Iraq, Pakistan, Tajikistan, Afghanistan (being assessed) and engaging with Central Asian countries at the regional level. At the same time, UNODC has started the negotiations with the European Union Delegation in Bangladesh for a new phase in South Asia expanding the work in Bangladesh, as well targeting Bhutan, Maldives, Nepal, Sri Lanka and engaging with India at regional level.

All findings and recommendations as well as the management response pertain solely to the UNODC project/programme being evaluated and is not in any way targeted to Member States, implementing partners or other entities that took part in this project/programme.

IV. EVALUATION CRITERIA

The evaluation will be conducted based on the below selected relevant DAC criteria.²⁹ All evaluations must include gender, human rights, disability inclusion and principle of no one left behind. Ideally these are mainstreamed within the evaluation questions. Moreover, the evaluation needs to identify lessons learned³⁰ and good practices. The evaluation questions will be further refined by the Evaluation Team in the drafting of the Inception Report.

Criteria	Evaluation question
Relevance ³¹ : Is the intervention doing the right thing?	To what extent was the design and implementation of this current phase based on evidence (previous evaluations, lessons learned from past programming, research)?
	To what extent are the outcomes, outputs, and activities relevant for achieving the overall objective of the project?
Coherence ³² : How well does the intervention fit?	To what extent has the project sought, taken up and maintained appropriate partnerships (including with different actors, UN agencies, CSOs, academia, etc.)?
Efficiency ³³ : How well are resources being used?	To what extent has the project delivered outputs in a timely and efficient manner, also considering the challenges faced?
Effectiveness: Is the intervention achieving its objectives? ³⁴	What were the key facilitators as well as the barriers to the achievement of project outcomes and outputs?
Impact ³⁵ : What difference does the intervention make?	To what extent has the project generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?
Sustainability ³⁶ : Will the benefits last?	To what extent have the stakeholders and beneficiaries taken ownership of the results, activities, and goals of GLO.ACT? What are some of the facilitating and hindering factors?
	To what extent will the benefits generated through the project be sustained after implementation?

²⁹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

³⁰ Lessons learned concern the learning experiences and insights that were gained throughout the project/ programme.

³¹ Relevance is the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor.

³² The compatibility of the intervention with other interventions in the country, sector or institution

³³ The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

³⁴ The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

³⁵ The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

³⁶ The extent to which the net benefits of the intervention continue or are likely to continue.

Criteria	Evaluation question
Human rights, gender equality, disability inclusion and leaving no one behind ³⁷ : Has the intervention been inclusive and human rights based?	To what extent has the project design and implementation considered human rights, gender equality as well as marginalised groups, including LGBTQI+ and people with disabilities?
Lessons learned and good practices	What good practices and lessons learned emerged from the implementation of GLO.ACT that can be replicated in other programmes and projects?

V. EVALUATION METHODOLOGY

All evaluations of the United Nations system are guided by the principles of human rights, gender equality, disability inclusion and leaving no one behind. Gender-sensitive and disability-inclusive evaluation methods and gender-sensitive and disability inclusive data collection techniques are therefore essential to identify key gender issues, address marginalized, disabled, hard-to-reach and vulnerable population.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a **mixed-methods approach of qualitative and quantitative methods** is mandatory due to its appropriateness to ensure that evaluation conclusions, findings, recommendations, and lessons learned are substantiated by evidence and based on sound data analysis and triangulation; as well as a gender-sensitive, inclusive, respectful and participatory approach and methodology to capture disability and gender equality issues. Special attention will be paid to: (i) ensuring that voices and opinions of both men, women and other marginalised groups, such as people with disabilities are heard (including gender related and disaggregated data, (e.g. by age, sex, countries etc.); (ii) ensuring an **unbiased and objective approach and the triangulation of sources, methods, data, and theories**. The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g., data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be included. The evaluation team will be asked to present a dedicated methodology in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, guidance, tools and templates. The evaluation team is also expected to use interviews, surveys and/or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the stakeholders of the project/ programme.

The final evaluation report will be externally independently assessed (facilitated by IES) and the final rating will be included in the report. Based on this assessment, the report may not be published if it does not meet minimum quality standards.

All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: <https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html>

³⁷ The extent to which the project/programme has mainstreamed human rights, gender equality, and the dignity of individuals, i.e., vulnerable groups, including those with disabilities.

VI. TIME FRAME AND DELIVERABLES

Evaluation stage	Start date (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance / Process description
Finalization ToR (2-4 weeks)	15/02/2023	31/03/2023	Initiate the evaluation in Unite Evaluation and upload ToRs; finalise draft ToR based on IES feedback; IES shares final draft with CLPs; PM to finalise ToR based on CLPs feedback.	Includes 1 week review by IES and 1 week review by CLPs; multiple revisions by PM based on IES and CLPs feedback; final clearance by IES; in parallel, outreach by PM to qualified evaluators (consultation with IES on potential candidates)
Compile desk review materials	20/02/2023	30/04/2023	With the support of NPOs, all required information, including list of key stakeholders, beneficiaries, meeting meetings, is collected and saved on the relevant folder in SharePoint.	This is an ongoing process that is being undertaken before the evaluator starts.
Recruitment (3-4 weeks)	03/04/2023	30/04/2023	Consult with IES on potential evaluators; PM manages full recruitment process ³⁸	Review and clearance of evaluator by IES before recruitment can be initiated by PM.
Inception Report, incl. desk review (2 weeks)	02/05/2023	05/06/2023	Kick-off meeting with PM and evaluator; desk review by evaluators, followed by draft Inception Report; Review by IES; clearance of revised Final Inception Report by IES	Includes 1 week review and clearance by IES; IES may participate in the kick-off meeting. We plan for the evaluator to briefly present in the GLO.ACT PSC Meeting in June the inception report and next steps.
Data collection (incl. field missions)	19/06/2023	31/10/2023	Field missions; observation; interviews; etc. by evaluator (factors in	Coordination of data collection dates and logistics by PM.

³⁸ Please follow the official recruitment process for international, regional or national consultants at UNODC.

Evaluation stage	Start date (dd/mm/yy)	End date (dd/mm/yy)	Subsumed tasks, roles	Guidance / Process description
(3-4 weeks) ³⁹			the holiday season in July and August)	
Analysis and draft report (3-4 weeks)	16/10/2023	31/10/2023	Data analysis and drafting of report by evaluator	Includes 1 week review by IES, followed by 1 week review by PM
	02/11/2023	17/11/2023	Review by IES; review by PM; revision of draft report by evaluator	
Draft report for CLP comments (1 week)	17/11/2023	27/11/2023	CLPs review and provide comments to IES	CLP comments are compiled and shared by IES with evaluators
Final report, evaluation brief, PowerPoint slides, and External Quality Assessment (1-2 weeks)	27/11/2023	15/12/2023	Revision by evaluator; Evaluation report, 2-page Evaluation Brief and PowerPoint slides are finalised by evaluator based upon feedback by IES and PM; external quality assessment of report; completion of MR and EFP by PM	Includes 1 week review and clearance by IES of Final Report and Brief and 1 week review by PM of Brief and PowerPoint slides; 1 week for external quality assessment facilitated by IES
Presentation (1 day)	12/12/2023	15/12/2023	Presentation organised by PM.	Date of presentation of final results to be agreed between PM and evaluators; IES to be invited.

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

VII. EVALUATION TEAM COMPOSITION

Role	Number of consultants (national/international)	Specific expertise required
Evaluation Expert	1 (international/national consultant)	Evaluation methodology
Substantive Expert	For this IPE, no substantive evaluator considered as we had a mid-term review and the EU Results Oriented Monitoring Mission, both conducted by substantive evaluators.	NA

³⁹ Data collection is currently likely to take longer than usual due to competing priorities of stakeholders and beneficiaries due to COVID-19. Data collection phase may imply on-line interviews, surveys etc instead of travel/face-to-face interviews.

The evaluation team will not act as representatives of any party and must remain independent and impartial and must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner. The qualifications and responsibilities for each evaluation team member are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations.

The payment will be made by deliverable and only once cleared by IES. Deliverables which do not meet UNODC and UNEG evaluation norms and standards will not be cleared by IES. IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

VIII. ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS

Overall	Provide management, administrative and logistical support to the evaluation process, as per IES's tools, guidance and templates, in line with UNODC Evaluation Policy, UNEG Norms and Standards, and DMSPC Guidelines for evaluation.	Ensure the independence, participation, and quality of the evaluation process, as per UNODC Evaluation Policy, UNEG Norms and Standards, and DMSPC Guidelines for evaluation –including the review and approval of all evaluation deliverables.	Submit deliverables on time and meeting quality standards, as per IES's tools, guidance and templates, in line with UNODC Evaluation Policy, UNEG Norms and Standards, and DMSPC Guidelines for evaluation.
ToR	Draft, uploading to United Nations and finalising	1 round of comments	
	Identify stakeholders and CLPs	Share ToR with CLPs for comments (1 week)	
	Compile the desk review material	Support the Project Manager in the identification of suitable evaluation team, when possible	
Recruitment	Identify potential substantive evaluators and experts		
	Propose evaluators and experts after consultation with IES	Review & clear proposed evaluation team before recruitment process starts	Submit all required documentation for the selection and recruitment process
	Administrative process and recruitment (in line with organisational rules and regulations for consultants)		
	Finalise the compilation of the desk review material		

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Inception Report	Engage with the evaluation team and provide all required information, documents, stakeholder lists, schedule kick-off meeting etc.	Attend kick-off meeting as necessary, and provide relevant templates and guidance, review draft Inception Report in line with UNODC and UNEG norms and standards	Participate in kick-off meeting. Draft Inception Report in line with UNODC templates and guidelines ⁴⁰
	Release payment once requested by IES	Clear Final Inception Report before any data collection can start	Provide Final Inception Report
Data collection and analysis	All logistical arrangements for the evaluators (including travel arrangements, set-up of interviews as requested, note verbales, etc.).	Provide guidance on the evaluation process to the evaluation team and/or the project team, as needed.	Conduct an independent, participatory and high-quality data collection.
	Timely travel arrangements, payments of DSAs, etc.		Implement the methods and tools developed in the Inception Report.
	Participate in de-briefings, as necessary		Engage with Project Management to request further information and assistance as required. Conduct de-briefings to PM, as necessary
Draft report	Provide further data, documents, stakeholders, etc. as requested by the evaluation team.		Conduct a thorough analysis to ensure triangulation of evidence.
	Provide further information to evaluators as requested		Provide a high-quality draft report, in line with UNODC and UNEG N&S
	1 review of the draft report for factual errors, once cleared by IES	Review of the draft report	Incorporate comments of IES and consider those of PM
	Release payment, once cleared by IES	Initial clearance or rejection of draft report	
	Share draft report with CLPs (1 week)	Incorporate comments of CLPs.	
	Complete Management Response and Evaluation Follow-up Plan	Facilitation of external quality assessment of the report.	Based on the external assessment, finalise the report, 2-

⁴⁰ <https://www.unodc.org/unodc/en/evaluation/normative-tools.html>

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Final report, Brief and Presentation			page Evaluation Brief and PowerPoint slides.
	Review the 2-page Evaluation Brief and PowerPoint slides and organize an MS Teams presentation of the results to internal and external stakeholders.	Final review by IES and either 1) clearance for publication or 2) non-clearance for publication if it does not meet UNODC & UNEG norms and standards. IES to attend final presentation as necessary	Present the results as agreed with Project Management and as cleared by IES within 4 weeks of approval of the final evaluation report.
	Release all outstanding payments, as requested by IES	Clear all deliverables for payment, once they meet UNEG Norms and Standards and UNODC evaluation policy, templates and guidelines.	
Follow-up	In case the report is not cleared by IES, use it exclusively for internal reporting (NOT for dissemination)		
	Yearly update on the implementation of recommendations.	Report on the implementation of recommendations to Member States and the Executive Director on an annual basis.	

ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

SEMI-STRUCTURED INTERVIEW GUIDES BY STAKEHOLDER GROUP

Intro

The Independent Evaluation Section of United Nations Office on Drugs and Crime (UNODC) is in the process of conducting a Final Independent Project Evaluation of UNODC's the GLO.ACT Project. The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation. The purpose of the evaluation is to assess the results to date to inform the design of future interventions. The evaluation is carried out by an independent evaluator (Ms. Eva Otero)

Informed consent

This interview is confidential, with all information received being aggregated and anonymised. No individual will be quoted nor will the organization they represent be identified. The data collected will only be used for evaluation purposes. Your participation in the interview is voluntary and you may withdraw from it at any moment.

Interview guidelines

Indicators/sub- questions	<u>GLOACT TEAM</u> (interviews + workshop)	<u>Government</u>	<u>NGO/CSO</u>	<u>UN agencies/partners</u>	<u>IOM</u>	<u>Donor (EU)</u>
4. To what extent have there been blind spots, i.e., areas that should have been incorporated into the Project logic in order to achieve the Project objectives?	X	x	x	x	x	
5. How has the partnerships helped to achieve the Project's objectives? (Focus on a) EU; b) government agencies, including the mechanisms for the advancement of women; c) UN agencies, including UN Women; d) OIM; e) within UNODC; f) civil society)	X	x	x	x	x	x
9. How have the financial and coordination, management mechanisms and the management culture contributed to or hindered the achievement of the Project's objectives?	X	x	x	x	x	x

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10. Have the Project's brand and identity contributed to the achievement of the Project's objectives?	X	x	x	x	x	x
11. How the changing contexts in different countries have influenced the factors that facilitated or hindered the implementation of the Project?	X	x	x	x	x	
13. How has the Project contributed to personal changes in women and men in the different countries and high-level changes (e.g. knowledge acquisition/behavioural change)? And how this is contributing positively or negatively to the fight against TIP/SOM	X	x	x	x	x	x
14. How has the Project contributed to organisational changes and high-level changes? What is different in the organisations GLOACT has worked with as a result of the Project's contributions? And how this is contributing positively or negatively to the fight against TIP/SOM	X	x	x	x	x	x
15. What are some of the facilitating and hindering factors that have influenced the ownership of beneficiaries (women and men) and other stakeholders? i.e., culture, political will, financial capacity, etc.	X	x	x	x	x	x
16. How will the products and outputs developed by the Project be used beyond the life of the Project?	X	x	x	x	x	
17. To what extent could the changes brought about by the Project, in women and men, be reversed?	X	x	x	x	x	
18. To what extent has the Project design and implementation considered human rights?	X	x	x	x	x	x

ONLINE SURVEY/QUESTIONNAIRE

Select your preferred language:

- English
- Arabic
- (...)
- (...)

Survey to all with a valid telephone number or email address

This short survey is part of the evaluation of GLO.ACT work since 2019.

The survey is one way we are collecting data and observations to feed into the evaluation.

We are sending you the survey because we believe that the experiences and views of each of the women and men involved in the project **are important** in composing an accurate picture of how GLO.ACT has worked and how has affected your work. Your honest feedback will help GLO.ACT and UNODC as a whole advance in its work against trafficking in human beings and addressing the problem of smuggled persons in vulnerable situations.

You are asked for your opinion on some short statements. There are no right or wrong answers. If, for any reason, you do not feel strongly about something, click the “I don’t know” option.

The survey should take no more than **four minutes of your valuable time**. We appreciate your timely feedback. The deadline for the survey is 31 August 2023.

Thank you.

BIO DATA

We will treat all the information you give us anonymously. This means that your data and feedback will only be released in summary form where no individuals can be identified.

GENDER:

- Man
- Woman
- I prefer not to say.
- Prefer to self-identify (with text box)

MY CURRENT NATIONALITY IS:

(List of countries)

COUNTRY WHERE I AM BASED:

(List of countries)

I WORK FOR:

- **Governmental institutions:** They include Law enforcement, Foreign Affairs/Diplomatic, Judiciary, Parliamentary bodies, Specialized Departments in TIP/SOM, Mechanisms for the advancement of women, Local Governments, and Ministries.
- **Civil Society:** They include nongovernmental organisations, and academic institutions (or individuals adhered to academic institutions)
- **Non-UN intergovernmental organizations;** For example, Interpol, OSCE, EURO JUST; EUROPOL; and FRONTEX.

- **UN Agency**
- **Other** (Please specify)

AGREE OR DISAGREE

1. The changing context in the country where you work has hindered the implementation of GLO.ACT.
2. The project has contributed to personal changes in women and men (e.g., knowledge acquisition/behavioural change)
3. The Project contributed to organisational changes. This is that GLO.ACT’s contribution made things done differently in your organisation.
4. The products and outputs developed by the Project will be used beyond the life of the Project.
5. The changes brought about by the Project (laws, new knowledge, changes in your organisations, etc.) can be reversed.
6. The Project considered human rights aspects.
7. The Project considered gender equality aspect.
8. The project considered marginalized groups, including LGBTQI+ and people with disabilities.

OPEN QUESTION

Do you have anything else to add?

Thank you very much for your time!

FOCUS GROUP GUIDES AND ARRANGEMENTS

FGD PLAN

Stakeholder group	Number of participants	Facilitator	Note taker	Expected duration and modality
FGD Pakistan (Government)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Pakistan (Government)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Pakistan (Civil Society)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Pakistan (Others)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Iraq (Government)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Iraq (Government)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Iraq (Civil society)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD Iraq (Other))	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD remote (Bangladesh)	4/5	Lead evaluator	Lead evaluator	90 minutes

FGD remote (I.R. of Iran)	4/5	Lead evaluator	Lead evaluator	90 minutes
FGD remote (Afghanistan)	4/5	Lead evaluator	Lead evaluator	90 minutes
EU remote	4/5	Lead evaluator	Lead evaluator	90 minutes

DESIGN

Intro

The Independent Evaluation Section of United Nations Office on Drugs and Crime (UNODC) is in the process of conducting a Final Independent Project Evaluation of UNODC's the GLO.ACT Project. The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation. The purpose of the evaluation is to assess the results to date to inform the design of future interventions. The evaluation is carried out by an independent evaluator (Ms. Eva Otero)

Informed consent

This interview is confidential, with all information received being aggregated and anonymised. No individual will be quoted nor will the organization they represent be identified. The data collected will only be used for evaluation purposes. Your participation in the interview is voluntary and you may withdraw from it at any moment.

QUESTIONS

The FGD were divided into 7 sessions of around 10 minutes each where the following topics⁴¹ were discussed:

1. Help me connect the dots between the activities you have participated in, and the objectives pursued by the project.
2. Let's talk about how the project has approached the partnership, what has worked and what could be improved.
3. What has influenced the project to be implemented efficiently (or inefficiently) and has achieve its objectives (or not)
4. What changes has the project contributed to? Can these changes be reversed?
5. To what extent has the Project design and implementation considered human rights, gender equality as well as marginalized groups, including LGBTQI+ and people with disabilities?
6. Tell if /how your organizations have taken ownership of the results, activities, and goals of GLO.ACT?
7. To what extent will the benefits generated through the Project be sustained after implementation?

⁴¹ Probing questions was necessary based on the different participants.

ANNEX III: DESK REVIEW LIST

UNODC DOCUMENTS

Name
1. GLO.ACT Afghanistan Country Report (14 April 2020)
2. GLO.ACT Afghanistan Internal Legal Review (18 September 2019)
3. GLO.ACT Country Overview - Afghanistan (22 Nov 2022)
4. GLO.ACT Theory of Change Afghanistan (22 Nov 2022)
5. GLO.ACT Bangladesh Country Report (March 2020)
6. GLO.ACT Bangladesh Internal Legal Review (18 September 2019)
7. GLO.ACT Country Overview - Bangladesh (November 2022 FINAL)
8. GLO.ACT Theory of Change Bangladesh (05 Dec 2021)
9. 2. HQ GLO.ACT Bangladesh workplan (13.04.2023)
10. GLO.ACT Bangladesh - List of stakeholders
11. E4J participants list_ (002)
12. Participant list (1)
13. Participant List -First Meeting of the Advisory Group for TIP Study (09 November 2020)
14. Participant List -Judicial E-Colloquium (28 Oct)
15. Participants list of 20 Jan workshop with law enforcement agencies
16. Participants list of 20 Jan workshop with law enforcement agencies-page-001
17. Participants list of 20 Jan workshop with law enforcement agencies-page-002
18. Participants list of 23 Jan workshop with judges and prosecutors
19. Participants list of 23 Jan workshop with judges and prosecutors-page-001
20. Participants list of 23 Jan workshop with judges and prosecutors-page-002
21. Participants list of 23 Jan workshop with judges and prosecutors-page-003
22. Registration Sheet-event 28 Nov 19
23. Participants list of Govt Officers
24. Participants list (1-71)
25. consultation_meeting_notice_371_20_07_2022
26. DSA ROSTER (ID event A000011382)
27. Information of lawyers - June 2022
28. Information of Prosecutors for training - June 2022
29. Information of the nominees (1)
30. Information of the nominees
31. List of participants

32. Reg sheet - meeting on capacity building strat - Nov 2022
33. Reg sheet - National TIP study launch - Oct 2022
34. Reg sheet inter-unit workshop - Dec 2022
35. UNODC_ Letter MoLJPA Nomination letter for Prosecutor Workshop - June 2022
36. WhatsApp Image 2022-01-18 at 3.24.41 PM (1)
37. WhatsApp Image 2022-01-18 at 3.24.41 PM
38. 1. Reg sheet 23-25 th January TIPOR
39. 2. Reg sheet 24 th January PSC
40. 3. Reg sheet GLOTIP launch 26 th January
41. 4. PIC meeting reg sheet - 15 Feb 2023
42. 5. Reg Sheet 19-22 Feb OSTIN Workshop
43. 6. Reg Sheet 3 rd SoP Drafting Committee Meeting 1 March
44. 7. Reg Sheet Academicians ToT 27- 28 March
45. Template for list of beneficiaries of activities
46. Updated Template for list of beneficiaries of activities
47. Full TIP BGD law compilation - Jan 2023
48. National TIP Study with cover
49. Case Digest- Bangla
50. ENGLISH Case Digest Evidential Issues in Trafficking
51. Legal and Institutional Framework on TIP in Bangladesh
52. TIP SOM Teaching Guide BD Contextualized
53. GLO.ACT Strategic Paper for Policy Consideration
54. National TIP Study with cover
55. Newsletter_GLO.ACT_Bangladesh_V2
56. UNODC Climate-TIP-SOM Policy Paper
57. UNTOC_and_its_Protocol_against_TIP_and_SOM-Translation_in_Bangla
58. GLO.ACT Bangladesh Flyer
59. GLO.ACT_Bangladesh_Poster_A1_Print
60. Bangladesh 2022 GLOTIP launch Media Coverage (08022023)
61. First-National-Study-on-Trafficking-in-Persons-in-Bangladesh
62. GLO.ACT Bangladesh- Media Coverage e-judicial colloquium (19 Oct 2020)
63. Meeting Agenda#35_CTIPTWG_05022023
64. NFF #30 CTIPTWG_Meeting_31072022_Draft
65. NFF #31 CTIPTWG_Meeting_11102022_Draft
66. NFF #32 CTIPTWG_Meeting_13102022_Draft

67. NFF #33 CTIPTWG_Meeting_22112022_Draft
68. NFF #34 CTIPTWG_Meeting_11012023_Draft
69. NFF #35 CTIPTWG_Meeting_02032023_Draft
70. NFF #36 CTIPTWG_Meeting_02032023_Draft (10042023)
71. Final Meeting Minutes 15.2.23
72. Meeting Notes - Expert meeting on SOP on Investigation of Human Trafficking - 18 November 2021
73. Regulation based on the first meeting of the Advisory Committee of the Study
74. GLO.ACT-Bangladesh contribution to
75. GLO.ACT Monitoring Evaluation Learning Checklist IPE (12 March 2023)
76. list of beneficiaries of activities Iraq
77. IOM Template for list of national stakeholders (003)
78. GLO.ACT Monitoring Evaluation Learning Checklist IPE for IOM_AK
79. GLO.ACT Country Overview - I.R. I.R. of Iran (November 2022 FINAL)
80. GLO.ACT I.R. of Iran Country Report (March 2020)
81. GLO.ACT I.R. of Iran Legal Review (18 September 2019)
82. GLO.ACT Theory of Change I.R. I.R. of Iran (22 Nov 2022)
83. GLO.ACT I.R. of Iran Workplan (November 2022)
84. GLO.ACT I.R. of Iran - List of stakeholders and beneficiaries (14 October 2021)
85. GLO.ACT Country Overview - Iraq (November 2022 FINAL)
86. GLO.ACT Iraq Country Report 14 April 2020)
87. GLO.ACT Iraq Internal Legal Review (18 September 2019)
88. GLO.ACT Theory of Change Iraq (05 Dec 2021)
89. Financial Monitoring and Analysis
90. Financial Monitoring
91. GLO.ACT Iraq workplan (November 2022)
92. Workplan - April 2023
93. list of National stakeholders
94. Stakeholders List - Full list
95. Beneficiaries - Compiled List
96. List of beneficiaries of activities
97. Assaiysh Law
98. Info Paper - Development of SOM Operational Units
99. GLO.ACT Iraq Guidance Note SM (draft) (1 September 2021) (1)
100. مذكرة توجيهية - حماية ضحايا الاتجار بالاشخاص
101. KRI SOM draft law- last version-Arabic (1)

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102.	SOM _Arabic Iraq
103.	1 pre-post-test - EN
104.	2 TIP and SOM Introduction - EN
105.	3 National Law - EN
106.	4 - Identification case studies - trainees - hand out - EN
107.	4 - Identification case studies - Trainers only - EN
108.	6 Means of Control of TIP victims - EN
109.	7 Victim cooperation - EN
110.	8 Vulnerable and at-risk groups - EN
111.	9 Victim interviewing - EN
112.	10 Practice interview Scenarios - EN
113.	11 Suspect interviewing - EN
114.	12 Transnational Investigative Cooperation - EN
115.	TIP typologies in Iraq - EN
116.	GLO.ACT Cairo Mission Report (June 12-17) 2021
117.	GLO.ACT Erbil Mission Report (Nov 28-30) 2021
118.	GLO.ACT Erbil Mission Report (Sept 21-23) 2021
119.	GLO.ACT Vienna 18-24 July 2021
120.	GLO.ACT Vienna Mission Report (19-21 July) 2022
121.	GLO.ACT Erbil - (07 - 13 Aug) 2022
122.	GLO.ACT Erbil - (26 Jun - 04 Jul) 2022
123.	GLO.ACT Erbil and Vienna (09 - 23) Oct 2022
124.	GLO.ACT Erbil Mission report (Dec 1-10) 2022
125.	GLO.ACT Erbil Mission Report (Feb 13-17) 2022
126.	GLO.ACT Istanbul - (03 - 05 Aug) 2022
127.	GLO.ACT KRI Mission Report (9-19 March) 2022
128.	GLO.ACT KRI Mission Report (23 - 28 April) 2022
129.	GLO.ACT KRI Vienna - (30 Oct - 19 Nov) 2022
130.	GLO.ACT Paris (26 - 27 Sept) 2022
131.	GLO.ACT Sulaymaniyah - (Dec 11 - 20) 2022
132.	GLO.ACT Sulaymaniyah (06 - 11 Feb) 2022
133.	GLO.ACT Erbil Mission - (Jan 29 - Feb 2) 2023
134.	GLO.ACT Erbil Mission Report (13 - 16) Feb 2023
135.	GLOACT Erbil - (26 Feb - 14 Mar) 2023
136.	GLO.ACT Monitoring Evaluation Learning Checklist Iraq

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137.	GLO.ACT Pakistan Country Report Draft (14 April 2020)
138.	GLO.ACT Pakistan Legal Review (18 September 2019)
139.	GLO.ACT Theory of Change Pakistan (22 Nov 2022)
140.	GLO.ACT Pakistan workplan (November 2022)
141.	GLO.ACT Pakistan - List of stakeholders and beneficiaries (12 October 2021)
142.	Confirmed Participants for 16 August roundtable
143.	IMG-20220705-WA0016
144.	IMG-20220705-WA0017
145.	IMG-20220705-WA0018
146.	IMG-20220705-WA0019
147.	IMG-20220705-WA0020
148.	Attendance Sheet 1-2 March 2023
149.	Attendance 1 st Coaching
150.	Attendance 11-12 Dec Training LHE
151.	Attendance 28-29 Jan 2020 Islamabad
152.	Attendance HTMS Data Collection n Mgt TOT 9-13 Mar
153.	Registration HTMS Data Training 11-12 Feb KHI
154.	Attendance 4-5 July 2022
155.	Attendance - MLA TRG 1-2 Feb 2023
156.	Attendance -EEC TRG 7-8 Feb 2023
157.	Training Attendance 08-09 Sep 2021
158.	Training Attendance 25-26 Aug 2021
159.	Validation workshop 13 March 2023
160.	List of participants for 25 May
161.	List of participants of 21 September event
162.	Attendance Sheet for Organ Removal
163.	Attendance Sheet - Women Law Enforcement Officers Training
164.	GLO.ACT Pakistan OMT 4 - Data collection workshops (30 October 2019)
165.	GLO.ACT Pakistan OMT 5 - Research Consultant (30 October 2019)
166.	GLO.ACT Pakistan OMT 6 - Legislative Consultant (17 May 2021)
167.	GLO.ACT Pakistan OMT 9 - Awareness Raising Sessions (5 July 2021)
168.	GLO.ACT Pakistan OMT 22 - Awareness Campaign R (V2) (13 January 2022)
169.	GLO.ACT Pakistan OMT 26 - Mission to Islamabad (19 August 2022)
170.	MigrantsRules2020
171.	TraffickingRules2020

172.	Mission report Operation Turquesa
173.	Analysis Pre-Post Test Women Law Enforcement Officers Training
174.	Attendance Sheet Women Law Enforcement Officers Training
175.	Post Test Marks Women Law Enforcement Officers Training
176.	Pre-Test Marks Women Law Enforcement Officers Training
177.	UNODC COMPLETE MANUAL
178.	NationalActionPlan202125
179.	Attendance Sheet for Organ Removal
180.	Registration for Organ Removal
181.	MigrantsRules2020
182.	NationalActionPlan202125
183.	Smuggling of Migrants Act- 2018
184.	Trafficking in Persons Act- 2018
185.	TraffickingRules2020 (1)
186.	1 - International Legal Framework Final MSS [MSB Edited]
187.	3 - Rules TIP & MOS Final MSS [MSB Edited]
188.	4 - Art of Judgment Writing - JK [MSB Edited]
189.	Policies and laws related to TIP
190.	QMS- session-ODC-23-11-22
191.	TIP and SOM Introduction
192.	FIA_Newsletter_ISSUE_12_2020
193.	FIA_Newsletter_ISSUE_13
194.	Impact Report of consultancy
195.	Brief Report Kracahi Training
196.	CamScanner 07-06-2022 11.28 (1)
197.	Karachi Report
198.	Lahore Report Version 2 (7 th Jan 2020)
199.	Report - Training of Prosecutors - Draft (3102021)
200.	Report - Validation Workshop (Draft) - FAB 2632023-7
201.	Report Karachi (24-25 Nov 2021)
202.	Report Lahore - 13-14 October 2021
203.	Report Peshawar - 8-9 December 2021
204.	Report Quetta - 3-4 November 2021
205.	Electronic evidence training - Concept Note
206.	List of stakeholders- Jan-Feb 2023

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207.	Mission report
208.	MLA training - Concept Note
209.	Punjab Police Training Manual TIP
210.	SOPs Validation training - Concept Note
211.	TIP and SOM Case Scenarios
212.	DIG Training
213.	FIA AHS Minutes
214.	IG Punjab Police
215.	Meeting Minutes DIG Training Punjab Police
216.	Minutes - ICMPD meeting with DG FIA
217.	Minutes - meeting with AIG Training Punjab Police May 2021
218.	Minutes - meeting with Commandant Sihala October 2021
219.	Minutes Meeting UNODC team meeting with FIA CMU Team 29Jul2022
220.	Minutes-Meeting with UN Women 7 July 2022
221.	MoHR (Pakistan)
222.	GLO.ACT Pakistan- GLO.ACT Monitoring Evaluation Learning Checklist IPE - (6 April 2023)
223.	1. Amendment request template UNODC IOM (March 2023)
224.	2. FINAL IOM GLO.ACT NCE request letter for Aug 2023_signed
225.	3. PX.0158 - Interim Financial Report to November 2022 - END N HQ22.347A.BH.2912_signed
226.	4. Updated IOM GLO.ACT NCE budget to August 2023
227.	5. FINAL Revised GLO.ACT Logframe August 2022
228.	6. Revised IOM GLO.ACT Workplan to August 2023
229.	7. GLO.ACT Project Document_O5 revisions March 2023
230.	IOM GLO.ACT Amendment 2 signed
231.	UN-UN agreement _IOM_Glo-ActII_signed_6.12.19
232.	GLO.ACT Addendum No. 3
233.	Annex I - Description of the Action
234.	Annex II - General Conditions
235.	Annex III - Budget - GLO.ACT Asia and Middle East
236.	Annex III - Budget
237.	Annex V - Request for payment
238.	Annex VI - Communication and Visibility Plan
239.	Fully signed Special Conditions
240.	GLO.ACT Asia and the Middle East - Revised DoA (Feb 2023)

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241.	02. Annex II_GLO.ACT Regional - Report - (March 2020)
242.	04. Annex IV_GLO.ACT Regional Overview (November 2021)
243.	05. Annex V_GLO.ACT Theory of Change Regional (22 Nov 2022)
244.	GLO.ACT Regional Overview (November 2022 FINAL)
245.	06. Annex VI_GLO.ACT Regional workplan (November 2022)
246.	GLO.ACT List of stakeholders - regional1
247.	Regional Stakeholder
248.	01. Annex I_GLO.ACT Asia and the Middle East - Logframe (8 February 2023)
249.	02. Annex II_GLO.ACT Afghanistan - Country Report (March 2020)
250.	02. Annex II_GLO.ACT Bangladesh - Country Report (March 2020)
251.	02. Annex II_GLO.ACT I.R. I.R. of Iran - Country Report (March 2020)
252.	02. Annex II_GLO.ACT Iraq - Country Report (March 2020)
253.	02. Annex II_GLO.ACT Pakistan - Country Report (March 2020)
254.	02. Annex II_GLO.ACT Regional - Report - (March 2020)
255.	03. Annex III_GLO.ACT Country Overview - Afghanistan (November 2022)
256.	03. Annex III_GLO.ACT Country Overview - Bangladesh (November 2022)
257.	03. Annex III_GLO.ACT Country Overview - I.R. I.R. of Iran (November 2022)
258.	03. Annex III_GLO.ACT Country Overview - Iraq (November 2022)
259.	03. Annex III_GLO.ACT Country Overview - Pakistan (November 2022)
260.	04. Annex IV_GLO.ACT Regional Overview (November 2021)
261.	05. Annex V_GLO.ACT Theory of Change Afghanistan (22 Nov 2022)
262.	05. Annex V_GLO.ACT Theory of Change Bangladesh (05 Dec 2021)
263.	05. Annex V_GLO.ACT Theory of Change I.R. I.R. of Iran (22 Nov 2022)
264.	05. Annex V_GLO.ACT Theory of Change Iraq (05 Dec 2021)
265.	05. Annex V_GLO.ACT Theory of Change Pakistan (22 Nov 2022)
266.	05. Annex V_GLO.ACT Theory of Change Regional (22 Nov 2022)
267.	06. Annex VI_GLO.ACT Afghanistan workplan (November 2022)
268.	06. Annex VI_GLO.ACT Bangladesh workplan (November 2022)
269.	06. Annex VI_GLO.ACT I.R. I.R. of Iran workplan (November 2022)
270.	06. Annex VI_GLO.ACT Iraq workplan (November 2022)
271.	06. Annex VI_GLO.ACT Pakistan workplan (November 2022)
272.	06. Annex VI_GLO.ACT Regional workplan (November 2022)
273.	07. Annex VII_List of Implemented Activities
274.	08. Annex VIII_GLO.ACT Exit and Sustainability Strategy
275.	09. Annex IX_GLO.ACT Monitoring, Evaluation & Learning Approach

GLOBAL ACTION TO PREVENT AND ADDRESS TRAFFICKING IN PERSONS AND THE SMUGGLING OF MIGRANTS – GLO.ACT ASIA AND THE MIDDLE EAST AND GLO.ACT BANGLADESH

276.	10. Annex X_GLO.ACT Approach to Implementation
277.	11. Annex XI_GLO.ACT Policy Considerations
278.	12. Annex XII_GLO.ACT Gender and Human Right Approach
279.	13. Annex XIII_Establishing National Referral Mechanisms
280.	14. Annex XIV_GLO.ACT 2022 Contracts awarded (UNODC)
281.	15. Annex XV_GLO.ACT 6 th PSC - Minutes and Action Points (7 June 2022)
282.	16. Annex XVI_GLO.ACT 7 th PSC - Minutes and Action Points
283.	17. Annex XVII_GLO.ACT COVID-19 Contingency and Mitigation Plan
284.	18. Annex XVIII – UNODC 2022 Certified Financial Interim Report
285.	19. Annex XIX_UNODC Toolkit for mainstreaming HR and Gender
286.	20. Annex XX_Pakistan Gender-Sensitive and HR-based Response to TIP and SOM
287.	21. Annex XXI_Afg and the Region - TIP and SOM since the Taliban Takeover
288.	22. Annex XXII_Bangladesh’s National Study on TIP (2022)
289.	23. Annex XXIII_Climate, Crime and Exploitation Policy Brief
290.	24. Annex XXIV_Regional Analysis on TIP SOM in Asia and the Middle East
291.	24. Annex XXIV_Selected TIP and SOM Flows in Asia and the Middle East
292.	25. Annex XXV_GLO.ACT Mid-term Review Report Final (28 July 2022)
293.	27. Annex XXVII – GLO.ACT Location of Records
294.	GLO.ACT Asia and the Middle East - 2022 Annual Report (8 February 2023)
295.	GLO.ACT Asia and the Middle East - Logframe (8 February 2023)
296.	GLO.ACT COVID-19 Contingency and Mitigation Plan - Updated June 2020
297.	Regional Analysis Note on TIP and SOM in Asia and the Middle East
298.	UNODC 2022 Certified Financial Interim Report (30 September 2022)
299.	15. GLO.ACT 6 th Project Steering Committee - Minutes and Action Points (7 June 2022)
300.	16. GLO.ACT 7 th Project Steering Committee - Minutes and Action Points (30 November 2022)
301.	report KNOWTS GLO.ACT Women’s Advisory Board_Feb. 2023[44]
302.	GLO.ACT slides (20 Sept 2022)
303.	1 st Advisory Board Meeting Minutes (27 October 2020)
304.	2 nd Advisory Board Meeting Minutes (9 June 2021)
305.	4 th Advisory Board Meeting Minutes (15 December 2021)
306.	5 th Advisory Board Meeting Minutes (30 June 2022)
307.	6 th Advisory Board Meeting Minutes (2 February 2023)
308.	Extraordinary Meeting of the Advisory Board (18 August 2021)

309.	Roadmap to Action 2020-2021
310.	Roadmap to Action 2022-2023
311.	Roadmap to Action 2023-2024
312.	Statement of Intent
313.	GLO.ACT Mid-term Review Report Final (28 July 2022)
314.	(3.2 post-training survey)
315.	2023.04.24_ GLO.ACT teams' expectations_ Final independent Evaluation
316.	GLO.ACT - Annex I - List of stakeholders IPE (May 2023)
317.	Impact of GLO.ACT capacity building activities
318.	List of collected documents- 19 April 2023
319.	List of Implemented Activities (as of May 2023)

EXTERNAL DOCUMENTS

1.	Climate, Crime and Exploitation Policy Brief
2.	IFF Study - Version for Clearance (20 Apr 2023)
3.	UNODC COMPLETE MANUAL
4.	FIA_Newsletter_ISSUE_12_2020
5.	FIA_Newsletter_ISSUE_13
6.	Law No 28 of 2012
7.	TIP law proposed amendment - page 1
8.	TIP law proposed amendment - page 2
9.	TIP law proposed amendment - page 3
10.	TIP law proposed amendment - page 4
11.	TIP law proposed amendment - page 5
12.	مذكرة توجيهية - حماية ضحايا الاتجار بالاشخاص - II
13.	KRI SOM draft law- last version-Arabic (1)
14.	SOM _Arabic Iraq
15.	First-National-Study-on-Trafficking-in-Persons-in-Bangladesh

ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Organisation (Not included to preserve the anonymity of the informants)	Number of stakeholders	Type of stakeholder (see note below)	Sex disaggregated data	Country(ies)
	39	Government recipient	Male:37 Female: 10 Transgender. 1	Pakistan Bangladesh Iraq
	11	Civil Society Organisation	Male:10 Female:1	Pakistan Afghanistan Bangladesh
	17	Project/Programme implementer	Male:8 Female:9	Austria Afghanistan Bangladesh I.R. of Iran Iraq
	6	Donor	Male:3 Female:3	Belgium Pakistan Iraq Bangladesh
	2	Academia/Research institute	Male:2 Female:	Pakistan
Total:	75		Male: 60 Female: 23 Transgender: 1	
Note: A stakeholder could be a Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc.				

STAKEHOLDERS PARTICIPATING IN SURVEYS OR OTHER FORMS OF WRITTEN FEEDBACK:

Type of stakeholder	Number of responses	Sex disaggregated data
Government institution	247	
Civil Society	68	
UN Agency	14	
Other	13	
TOTAL	342	Male: 249 Female: 93

Note: there may be stakeholders interviewed and the same individuals may also have replied to surveys, which cannot be tracked to ensure confidentiality and anonymity. Therefore, these numbers cannot be combined.