UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

Final Independent In-Depth evaluation of the

Global Initiative to Fight Human Trafficking (UN.GIFT)

GLO S83

Independent Evaluation Unit
June 2014

UNITED NATIONS
New York, 2014

This evaluation report was prepared by an evaluation team consisting of Mr. Peter G. Allan, (Director, Allan Consultancy Ltd) and Ms. Alexandra Capello (Evaluation Officer of the Independent Evaluation Unit (IEU) of the United Nations Office on Drugs and Crime). The IEU of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines and templates to be used in the evaluation process of projects. Please find the respective tools on the IEU web site:

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

The IEU of UNODC can be contacted at:

United Nations Office on Drugs and Crime
Vienna International Centre
P.O. Box 500
1400 Vienna, Austria
Telephone: (+43-1) 26060-0
Email: ieu@unodc.org
Website: www.unodc.org

This publication has not been formally edited.

CONTENTS

ABBREVIATIONS AND ACRONYMS

AHT	Anti-Human Trafficking
BLA	Business Leaders Award
CCPCJ	Commission on Crime Prevention and Criminal Justice
CPS	Co-financing and Partnership Section
ECOSOC	Economic and Social Council
EHTN!	End Human Trafficking Now!
ICAT	Inter-agency Coordination Group on Trafficking in Persons
IEU	Independent Evaluation Unit
IOM	International Organization for Migration
ILO	International Labour Organization
JP	Joint Programme
MDG	Millennium Development Goals
MoI	Ministry of Interior
MoJPA	Ministry of Justice and Public Administration
MoLESP	Ministry of Labour, Employment and Social Policy
MSC	Most Significant Change
NAP	National Action Plan
NGO	Non-Governmental Organization
OSCE	Organization for Security and Co-operation in Europe
OHCHR	Office of the High Commissioner on Human Rights
SC	Steering Committee
TF	UN Voluntary Trust Fund for Victims of Human Trafficking
ToR	Terms of Reference
UN.GIFT	The Global Initiative to Fight Human Trafficking Project
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
VoT	Victim of Trafficking

EXECUTIVE SUMMARY

Trafficking in persons is a global problem, affecting women, men and children from all walks of life. Notwithstanding international, national and local efforts to combat human trafficking, the problem is far from disappearing. With the world's growing population, tightening labour markets and the highest-ever recorded levels of migration, human trafficking continues to be a major international concern.

The multi-faceted nature of human trafficking requires a global, multi-stakeholder strategy that builds on national efforts throughout the world. It calls for coordinated efforts and co-operation among governments, international organizations and other stakeholders, including the private sector, labour organizations, Non-Governmental Organizations (NGOs) and the media.

The Trafficking in Persons Protocol,[1] which entered into force in 2003, has fostered a surge of anti-trafficking measures across the globe. The Protocol, together with other relevant international instruments such as the 2010 United Nations Global Plan of Action to Combat Trafficking in Persons,[2] the 1930 Forced Labour Convention (No. 29), the 1990 Convention on the Rights of the Child and the 1979 Convention on the Elimination of All Forms of Discrimination against Women, among others, provide a comprehensive framework for the global response to human trafficking.

The United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) is a global inter-agency initiative established in 2007 to coordinate anti-trafficking action through a global multi-stakeholder partnership. The **overall objective** of the project, as defined in the original project document is "*to prevent trafficking in persons and reduce the number of trafficked persons worldwide*". There are two immediate project objectives detailed along with their respective outputs to achieve the overall objective. **Immediate Objective 1** is "*to foster awareness, global commitment and action to counter human trafficking in partnership with different stakeholders including Governments, the international community, non-governmental organizations and other elements of civil society, and media*". **Immediate Objective 2** is "*to create and strengthen support structures for victims of trafficking*".

UN.GIFT member organizations are: the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Children's Fund (UNICEF) and the United Nations Office on Drugs and Crime (UNODC). These agencies form the UN.GIFT Steering Committee (SC).

_____

[1]The Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime.
[2] Adopted in Resolution 64/293.

This document is the report on the final evaluation of UN.GIFT, which was conducted by an independent, external evaluator in collaboration with the Independent Evaluation Unit (IEU) of UNODC. It uses the in-depth evaluation of UN.GIFT published in May 2011[3] as its baseline document and assesses the progress made by UN.GIFT in achieving the recommendations made in that report. It is suggested that the reader familiarises themselves with the report published in May 2011 to place this current evaluation in context. This context is important as some of the legacy from UN.GIFT pre 2011 had (and continues to have) an impact on the current Project.

This final evaluation was conducted in an independent, transparent, and participatory fashion, featuring an in-depth desk review of Project documents and publications, an electronic survey of several stakeholder groups, and semi-structured interviews with 34 stakeholders, including Member States representatives, UN.GIFT Steering Committee members, UN.GIFT and UNODC staff and management and civil society organizations. The methodological approach also included two field visits. The results of this evaluation are thus based on a triangulation of a wide range of sources and different data collection methods.

Main Findings

The main finding of this final evaluation report is that UN.GIFT has not managed to implement all of the key recommendations from the May 2011 evaluation report and as a result is now unsustainable in its present form. The Project has still managed over the three years since January 2011 to deliver results 'in country' and 'on the ground' to assist victims of trafficking (VoTs) through various initiatives including Joint Programmes (JPs). However this has been achieved with ever decreasing funds and the recommendations from the May 2011 evaluation report that pertain to the re-energising and re-engagement of SC members and the donor community with UN.GIFT have not been achieved fully enough to maintain the viability of the Project with reference to its objectives.

The concept of inter-agency co-operation in the realm of Anti-Human Trafficking (AHT) is still valid and UN.GIFT has managed to achieve a relatively high profile within the wider AHT community in this respect. The UN.GIFT 'brand image' is viewed as positive by external stakeholders although some SC members and donors now view the UN.GIFT brand image as a negative factor. This gives an indication of a theme which runs through this evaluation that UN.GIFT has lost some support among its closest partners while still maintaining positive results in other areas of its operation. One of the most effective achievements of UN.GIFT was to help put human trafficking on the international community agenda and enhance its visibility to the wider public. It has portrayed a positive image to the wider public in tackling human trafficking. This occurred during the early stages of the Project and is documented in the May 2011 evaluation.

A popular product which has helped deliver this (external) positive brand image and results 'on the ground' is **Joint Programming** (JP). Joint programming is the collective effort of United Nations organizations, other international organizations and national partners to develop, implement, monitor and evaluate activities aimed at achieving the Millennium Development Goals (MDGs) and other international commitments arising from UN summits, conferences, conventions and human rights instruments. UN.GIFT has taken this framework and developed JPs in a number of different countries with most notable success in the Republic of Serbia.

_____

[3] https://www.unodc.org/documents/evaluation/indepth-evaluations/UNGIFT_11-84021_Ebook.pdf

Another product viewed positively is the **Virtual Knowledge Hub** (the Hub). This is a web based knowledge resource centre[4] containing information on many aspects of human trafficking from a variety of different sources. Information collected during the course of the interviews for this final evaluation has indicated that there is an appetite for a 'one stop resource centre' on human trafficking issues and that the brand of UN.GIFT could be leveraged to promote the Hub as the first stop for AHT information. Other examples of UN.GIFT products that have made a positive impression are the **UN.GIFT Box** and the **Business Leaders Award** (BLA).

The penetration of these outputs has been more problematic to assess as no baseline or needs assessment documents exist (with the exception of some for the JPs) against which indicators for uptake were developed. However, the interviews conducted for this final evaluation provided a number of concrete examples where these outputs and their outcomes were effective. The most effective outputs and outcomes appeared to be those that were targeted at the ground / operational level in the support of victims of trafficking (VoTs).

Nonetheless, the future development and delivery of these (and other) UN.GIFT initiatives are unlikely to happen under the current UN.GIFT Project set-up. The Project has run out of funds and does not appear to be in a position to be able to raise sufficient funding quickly enough to continue delivering on the objectives of the Project. The May 2011 evaluation report recognised the need for the generation of new funds. The total approved budget as at March 2014 stood at USD $14.33m. At the end of December 2010 the total approved budget was USD $13.46m. In the three years and 3 months that this final evaluation report covers approximately USD $1m has been raised and spent accounting for only 7% of the total funds allocated during the lifetime of the Project, i.e. 93% spent in the first four years and 7% in the last three years. This is barely enough to maintain minimum staffing and administrative functions. Indeed 50% of the current UN.GIFT project manager position is funded out of the Project allowing only half of his time to be dedicated to the Project.

Donor goodwill for the Project is also very limited. With one exception, the donors are at best ambivalent, and at worst hostile, to future funding for UN.GIFT. One explanation given for this position by two donors independently of each other was the fact that UN.GIFT had been given a large injection of funding at the start of the Project and that further funding wasn't needed or sought until it was too late. Donors felt that the opportunity to sustain the Project had been missed and they are now unwilling to support what is perceived as a "dying Project".

The May 2011 evaluation report and its recommendations provided the platform for UN.GIFT to address some of the issues which were posing (or would pose in the near future) risks to the sustainability of the Project. Notable among those recommendations was the need for the UN.GIFT SC to clarify its own roles and responsibilities, to create a rotating chair for the SC meetings, to construct and deliver a joint fundraising strategy and to define and implement a working relationship between UN.GIFT SC and the Inter-Agency Coordination Group against Trafficking in Persons (ICAT). The UN.GIFT SC did create the UN.GIFT Strategy Plan 2012 – 2014 which recognised all of these issues and – to a large extent – identified how they would be tackled. In many cases the plans to tackle these issues were not meaningfully implemented due primarily to a lack of funding and secondly to a general lack of appetite for the Project from several key stakeholders within the SC. It should be noted that UNODC did propose during SC meetings a rotating chair and they drafted a document[5] to reaffirm SC member commitment to UN.GIFT. While this demonstrates UNODC efforts to (re)energise UN.GIFT it

_____

[4] http://www.ungift.org/
[5] 163_Draft SC meeting minutes – 26th SC Meeting – 25 January 2012

has to be recognised that these efforts failed as the letter remained unsigned and the rotating chair was never introduced.

This lack of appetite has grown from the impression that UN.GIFT is not an equitable partnership and that UNODC has dominated the Project. Examples are given pre 2011 of courses of action being taken under the UN.GIFT banner that the SC has then been asked to retrospectively ratify. Other examples are given – also from pre 2011 - of the incorrect 'badging' of UN.GIFT products as UNODC products although UNODC has provided examples suggesting the opposite. While there is no evidence of this practice continuing during the time period covered by this evaluation it is noted from interviews with some of the existing SC members that the legacy of these practices is still being felt within UN.GIFT. It is clear that there has been a failure to eradicate this negative perception within some agencies represented in the SC over the three years that this evaluation covers. As an example, the May 2011 evaluation report suggested a rotating chair be introduced for SC meetings and although the Strategic Plan proposed a 12 month rotating chair this has not been implemented although UNODC did attempt to promote this concept within the SC.

Additionally, the roles of ICAT and UN.GIFT SC and how they can work together has still to be effectively addressed. ICAT is a 16-member AHT coordination platform and is the only other recognized mechanism for international AHT coordination. It contains all the members of the UN.GIFT SC with the exception of the OSCE. A continuing confusion between their distinct objectives e.g. operational vs policy has proved a barrier to SC co-operation with some questioning the continued role of the UN.GIFT SC given that ICAT has become more active in recent years. Information received from some interviews also suggests that the general distrust and reservations harboured by some member agencies towards the UN.GIFT project meant those agencies effectively "disowned" and withdrew from the UN.GIFT SC while continuing cooperation within ICAT (albeit slowly and reluctantly), precisely because the latter was *not* considered linked to UN.GIFT. The fact that often the same person sat on both the UN.GIFT SC and the ICAT WG actually hindered meaningful discussion due to the negative perception generated toward UN.GIFT.

This evaluation concludes that if UN.GIFT could not move forward after the May 2011 evaluation report then it is unlikely – three years later with less funding and less goodwill – that UN.GIFT could re-energise itself now even under a new governance structure. The majority of the key challenges that existed in 2011 still exist today.

The evaluation uncovered that only one of the twenty six respondents to the questionnaire felt that the Project should continue in its present form. Twelve of the twenty six (46%) felt it should close either immediately or by the end of 2014 and eleven (40%) believed it should continue with renewed fundraising efforts. When the figures are further broken down it is revealed that the twelve respondents, which said UN.GIFT should close immediately or by the end of 2014, are UN.GIFT SC members, i.e. 60% of SC responses suggest the closure of UN.GIFT. This tends to confirm the impression gained via the semi-structured interviews that the relationship within the SC is strained and there is a lack of appetite for continuing UN.GIFT among some key stakeholders.

As noted above UN.GIFT does provide some useful products and a majority of stakeholders would want to see many of those products, in particular the JPs and the Hub, continue. Also viewed by many stakeholders as useful was the major AHT conference organized under the auspices of UN.GIFT at the outset of the Project. Although outside the direct scope of this evaluation it should be noted that the conference divided opinion and should something similar be considered in the future a proper cost / benefit analysis should be conducted as part of the decision making process.

Key Recommendation

Given all of the above, this evaluation strongly suggests that serious consideration should be given by the UN.GIFT stakeholders to close the Project by the end of December 2014. During this closure period those aspects and products of UN.GIFT that are worth continuing should be identified and alternative delivery vehicles and mechanisms engaged through SC decision. Lessons learned over the life cycle of the Project should be identified and disseminated.

MANAGEMENT RESPONSE

The Global Initiative to Fight Human Trafficking (UN.GIFT) Management Team of UNODC appreciates the efforts of the Independent Evaluation Unit (IEU) and the Evaluation Team on evaluating GLOS83 Programme and wishes to thank all stakeholders for their active contribution in the evaluation exercise.

The report provides a range of useful recommendations, which will all be taken into consideration. Nevertheless, the management does not fully agree with all the recommendations provided in the report. In particular, those recommendations that are related to contacting the donors to discover the reasons for their lack of interest to the UN.GIFT; to establishing the true worth of the UN.GIFT brand image; to conducting a review to identify the specific reasons behind the failure to implement aspects of the Strategic Plan 2012 – 2014 and to resolving working relationship between the UN.GIFT Steering Committee and ICAT.

In 2012, UNODC Division for Treaty Affairs (DTA) took over the management of UNGIFT as part of the implementation of the "UNODC Strategy against Trafficking in Persons and Migrant Smuggling" at a time when financial resources were no longer available in the project. In the period that followed, DTA tried its best to drive the initiative forward and build on UNGIFT's successes on the basis of the recommendations of the 2011 in-depth project evaluation and by initiating for the first time a true and regular dialogue with both other the UN.GIFT Steering Committee (SC) members as well as with the donor community.

The evaluation report gives the impression that all of the recommendations from the in-depth 2011 evaluation were supposed to be fulfilled between 2011-2013, and it does not distinguish between those that were implementable in this time frame and those that were more strategic in their orientation and would need more time to be accomplished.

Furthermore, despite the fact that the evaluation covers the period 2011-2013 and notably the implementation of the recommendations of the previous in-depth evaluation, a number of the comments made and certainly some of the recommendations made, originate from the period 2007-2011 which is not covered by the evaluation. The Management notes that the period 2007-2011 was covered by the first Independent In-depth evaluation of the UN.GIFT (http://www.unodc.org/documents/evaluation/indepth-evaluations/Indepth_evaluation_of_the_United_Nations_Global_Initiative_to_Fight_Human_Trafficking_2011.pdf) published in 2012.

The evaluation notes that at the heart of many shortcomings in the period examined by the evaluation report (2011-2013) is what the report itself calls the 'vicious circle' created by UNGIFT's inability to attract new donors, which in turn created a general lack of appetite for UN.GIFT as a resource demanding initiative. The evaluation report recommends to "convene a meeting of the appropriate stakeholders to determine the future of UN.GIFT", and to draw the lessons learnt from the lack of interests from the donors for generating a new funding and specific reasons behind the failure to implement aspects of the Strategic Plan 2012 – 2014 concerned with

fundraising and governance; to determine benefit of maintaining and/or developing the UN.GIFT initiatives that have proven to be successful; to develop appropriate impact measuring method(s) and to establish a true worth of the UN.GIFT brand. UNODC has already begun with planning of a series of the Steering Committee (SC) meetings with partner organisations from the UN.GIFT SC to fully implement these recommendations.

The evaluation report draws attention to a need to resolve the working relationship between UN.GIFT SC and ICAT. The (relative) identity of the two mechanisms' membership may have contributed to a confusion between their distinct objectives (operational vs. policy; coordination & info-sharing mechanism vs. advisory function for a concrete project's strategy and direction). This issue has already been addressed as ICAT Members, which are also members of UNGIFT, and they have agreed to disassociate the two initiatives and to focus on the core mandate of ICAT as determined by UN General Assembly resolutions relating mainly to closer cooperation and coordination at the policy level. UNODC will continue to work under the SC to determine UN.GIFT functioning beyond December 2014, and at the same time make sure to effectively maintain the role of the agency entrusted with the coordination of ICAT. Moreover, if UN.GIFT closes in 2014, there will be in fact no need for the SC to oversee implementation or its relationship with other mechanisms.

The management would like to note that it will continue in 2014 to consult with the other SC members on the development of a more realistic and cost-effective closure and succession plan for UNGIFT and the funding required to implement it. The issue will be particularly examined at the upcoming SC meetings by the end of 2014.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings[6]	Evidence (sources that substantiate findings)	Recommendations[7]
Key recommendation		
The UN.GIFT Project polarises opinion within the different stakeholder groups. Some SC members believe UN.GIFT still has a future although the majority wish to see it close. Most donors are disinterested in funding UN.GIFT although some have done so in the past and have indicated they might do so in the future. Most NGOs and state institutions that have benefitted from the funding and support of UN.GIFT view the Project in a positive light though a few expressed reservations. This polarisation of opinion makes it difficult for UN.GIFT to function efficiently and effectively. The Project is now without funds, appears to have little prospect of raising funds in the immediate future and has lost the support of some SC members.	Stakeholder interviews, questionnaire results, field visit feedback, desk review and Most Significant Change analysis.	UN.GIFT should convene a meeting of the appropriate stakeholders to determine the future of UN.GIFT. The conclusion of this evaluation is that strong consideration should be given to closing the Project by the end of December 2014. The final 8 months of the Project should be dedicated to: 1. Identifying which UN.GIFT initiatives are worthwhile continuing and developing. 2. Identifying alternative delivery vehicles and mechanisms for those initiatives. 3. Drawing lessons learned from the entire life cycle of the Project to help inform other AHT inter-agency co-operation Projects.
Important recommendations		
UN.GIFT is without any substantial funding and has no immediate prospects of generating new funding. There is a lack of donor interest in the Project.	Stakeholder interviews, questionnaire results and desk review.	UN.GIFT SC to contact donors with the aim of discovering the reasons for the lack of interest. Lessons learned should be drawn and shared among the appropriate stakeholders.

_____

[6] A finding uses evidence from data collection to allow for a factual statement.

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

Several UN.GIFT initiatives including Joint Programmes and the virtual knowledge hub (and to a lesser extent the UN.GIFT Box, the Business Leaders Award and the AHT Conference) have proven to be relatively successful.	Stakeholder interviews, questionnaire results, field visit feedback, desk review and Most Significant Change analysis.	UN.GIFT to identify the true impact of these initiatives and determine the benefit of maintaining and / or developing each initiative.
The UN.GIFT brand portrays a positive image for many stakeholders, especially those external stakeholders involved in raising AHT awareness. However, for some key internal stakeholders the UN.GIFT brand image is viewed negatively.	Stakeholder interviews, questionnaire results, field visit feedback, desk review and Most Significant Change analysis.	UN.GIFT to establish the true worth of the UN.GIFT brand image to assist in determining if the UN.GIFT brand should continue in some format and – if so – how this could be achieved.
The implementation of the UN.GIFT Strategic Plan 2012 – 2014 appears to have stalled in some key areas, most notably fundraising activity and governance. One of the key barriers to its implementation appears to be a lack of engagement and ownership by the SC membership itself to UN.GIFT.	Stakeholder interviews, questionnaire results and desk review.	UNODC to conduct a review to identify the specific reasons behind the failure to implement aspects of the Strategic Plan 2012 – 2014 concerned with fundraising and governance. Lessons learned should be drawn and shared among the appropriate stakeholders.
A working relationship between the UN.GIFT SC and ICAT was never practically implemented. Theoretically ICAT is policy centred and UN.GIFT has an operational focus. As a result there is still ambiguity and confusion around this relationship both within ICAT and UN.GIFT member organisations and external stakeholders which in turn has led to continuing debate on the need for both entities.	Stakeholder interviews, questionnaire results and desk review.	If UN.GIFT is to continue beyond December 2014 the working relationship between UN.GIFT SC and ICAT must be resolved. Options may include: i) formalised relationship through a Memorandum of Understanding that details the rules for co-operation between both entities; ii) breaking the relationship in its entirety or; iii) absorbing the SC into ICTA with an enlarged membership as necessary. If UN.GIFT is to close UN.GIFT SC and ICAT should consider if ICAT can or should perform the role of UN.GIFT SC regarding operational focus and if so does ICATs terms of reference – including

		membership criteria – have to be altered.
Although UN.GIFT has improved the use of baseline studies, needs assessments (in particular reference to JPs) and improved the log frame it still hasn't developed a robust methodology to capture data that allows the Project to measure the impact of its activities over time.	Desk review.	UN GIFT SC to consider how multi-agency AHT Projects develop baseline studies / needs assessments and capture information to measure impact. UNODC may wish to consider involving their Research and Trend Analysis Branch in this work.

I. INTRODUCTION

Background and context

The Global Initiative to Fight Human Trafficking (UN.GIFT) Project (GLO S83) aims to mobilize state and non-state actors to eradicate human trafficking by reducing both the vulnerability of potential victims and the demand for exploitation in all its forms; ensuring adequate protection and support to those who fall victim; and supporting the efficient prosecution of the criminals involved, while respecting the fundamental human rights of all persons. For ease of reference The Global Initiative to Fight Human Trafficking Project will be known in this report as 'the Project'.

The Project was launched in March 2007 and has been funded primarily by one major donor, the Government of the Emirate of Abu Dhabi, with their donations totalling approximately USD $ 15 million. Additional funding of approximately USD $ 1 million has been raised from government institutions and the private sector. UN.GIFT member organizations are: the International Labour Organization (ILO), the International Organization for Migration (IOM), the Office of the High Commissioner on Human Rights (OHCHR), the Organization for Security and Co-operation in Europe (OSCE), the United Nations Children's Fund (UNICEF) and the United Nations Office on Drugs and Crime (UNODC). These agencies form the UN.GIFT Steering Committee (SC).

An in-depth independent evaluation has already been completed on the Project and was published in May 2011[8]. For ease of reference it will be referred to within this report as 'the May 2011 evaluation report'. It is suggested that this current final independent evaluation – henceforth referred to as 'the final evaluation' – is read in conjunction with the May 2011 evaluation report.

The Terms or Reference (ToR) for this final evaluation state "The purpose of the new evaluation will be to assess the extent to whether recommendations from the previous in-depth evaluation have been followed-up and taken into consideration and incorporated into new activities under the extension. A final in-depth evaluation will include and assess the relevance and achievements of the new activities that have been undertaken since the last in-depth evaluation in 2011". Thus this final evaluation notes here the overall Objectives and Outputs of the Project for the sake of background and context however the emphasis within this final evaluation report will be on the implementation of the May 2011 evaluation report's recommendations (see Annex IV).

The **overall objective** of the project, as defined in the original project document is "to prevent trafficking in persons and reduce the number of trafficked persons worldwide". There are two immediate project objectives detailed along with their respective outputs to achieve the overall objective.

_____

[8] https://www.unodc.org/documents/evaluation/indepth-evaluations/UNGIFT_11-84021_Ebook.pdf

Immediate Objective 1 is "to foster awareness, global commitment and action to counter human trafficking in partnership with different stakeholders including Governments, the international community, non-governmental organizations and other elements of civil society, and media".

Outputs:

Output 1:　　*Increased awareness on human trafficking*

Output 2:　　*Increased political commitment and capacity of Member States and other stakeholders to counter human trafficking and implement the Trafficking Protocol*

Output 3:　　*Mobilize resources to implement the action required to combat trafficking at the international, regional and national level*

Output 4:　　*A Global Conference is organized to assess the global trafficking situation and to promote global action against human trafficking*

Immediate Objective 2 is "to create and strengthen support structures for victims of trafficking".

Output:

Output 5:　　*Increased support to victims of trafficking through NGOs and other service providers*

A total of eight project revisions have been completed over the lifetime of the Project. The majority of the later revisions were to extend the duration of the Project. However, earlier Project revisions were instigated to reflect decisions 16/1 and 16/2 adopted by the Commission on Crime Prevention and Criminal Justice (CCPCJ) as well as Resolution 17/1 of the CCPCJ. The revisions also reflected General Assembly resolution 63/194 on "Improving the coordination of efforts against trafficking in persons"; and the decision taken by the UNODC Executive Committee (ExCom) on 21 October 2008 on the future of UN.GIFT. This final evaluation notes those revisions and acknowledges that although they changed the emphasis on certain parts of the Project, the Objectives and Outputs remained consistent. It should also be noted that the mid-term evaluation did not recommend the Project to change any Objectives or Outputs.

Evaluation Methodology

This final evaluation is concerned specifically with the progress made from January 2011 onward with regard to implementing the May 2011 evaluation recommendations. The May 2011 evaluation categorised their 35 recommendations under the main headings of their Terms of Reference (ToR) as well as including an additional heading of Governance, Management and Partnership. For reasons of structure, simplicity and ease of reference this final evaluation maintains those headings. Thus the May 2011 evaluation forms the baseline for this final evaluation. The ToR for this final evaluation state that it should assess the progress made by the Project since January 2011 in implementing the recommendations made by the May 2011 evaluation and assesses the impact of this progress against the Objectives of the Project.

Thus the first step in this process was to assemble all relevant information, in particular since January 2011, and map this against the 35 recommendations made in the in-depth evaluation. All this relevant information came from four broad data collection techniques.

1. Desk review of the Project documentation a list of which is supplied at Annex I.

2. Semi-Structured interviews which provided a range of qualitative data.

3. Most Significant Change (MSC) narration analysis formed part of the semi-structured interviews. The theory and use of MSC narration is a well-documented and researched approach to evaluating and monitoring change projects. It is particularly useful in the evaluation of outcomes and impact and does not rely on the identification and monitoring of indicators. It is a systematic collection and then analysis of significant changes over a defined period of time. It allows interviewee respondents to answer an open-ended question in a way which highlights their own personal understanding and appreciation of the project / programme.

The MSC question used for this evaluation was:

'What is the most significant change you have seen in UN.GIFT since January 2011?'

4. Quantitative data was collected through the distribution of a questionnaire which can be found at Annex II. This questionnaire was only distributed to those for whom the evaluator requested but failed to gain an interview along with a cross section of representatives from the different stakeholder groups who knew the project well enough to feel confident in their ability to complete the questionnaire. Therefore the statistical results and free textual comments drawn from the return of the 26 questionnaires were used as triangulation for the results of the interviews and to give broad indication of stakeholder group opinion.

To ensure objectivity was built into the evaluation methodology, the analysis was triangulated by analysing data received from different sets of stakeholders. By doing this the effect that inherent biases have on the analysis and evaluation process was reduced and minimised.

This evaluation used purposeful sampling to obtain an accurate representation of the universe of which the Project consists. This informed all of the data collection instruments including face-to-face interviews, telephone interviews and emailed questions and questionnaires. The interviews took place at UNODC HQ in Vienna and with various other interviewees in Belgrade and Geneva to ensure a wide a range of stakeholders were consulted in the most appropriate manner.

II.   EVALUATION FINDINGS

Relevance

From a global anti-human trafficking perspective the overall objective of UN.GIFT is still relevant '[to] prevent trafficking in persons and reduce the number of trafficked persons worldwide' along with one of its two immediate objectives namely 'creating and strengthening support structures for victims of trafficking'.

The other immediate objective '[to] foster awareness, global commitment and action to counter human trafficking in partnership with different stakeholders including Governments, the international community, non-governmental organizations and other elements of civil society, and media' is, similarly, still relevant. However, this final evaluation has identified a lack of appetite from some crucial stakeholders in the Project which casts doubts over the ability of the Project to meet this objective in the future. Specifically, some members of the Steering Committee (SC) of the Project have expressed concerns over the ability of the Project to conduct effective inter-agency partnership action against human trafficking through the existing governance structure. These issues are more fully examined under the Governance, Management and Partnerships section (see p.18).

While the interest of some SC members at the global level has eroded over time (which questions the overall relevance of UN.GIFT), at the country level (most notably with reference to Joint Programmes) external stakeholders assessed the UN.GIFT initiative as being relevant. UNGIFT was perceived as very visible and had created a strong brand. From the 100% responses to the 26 questionnaires distributed to all stakeholder groups 50% stated that UN.GIFT was a positive brand, 42% were unable to judge and 8% perceived UN.GIFT as a negative brand.

Figure 1 – UN.GIFT Brand Image
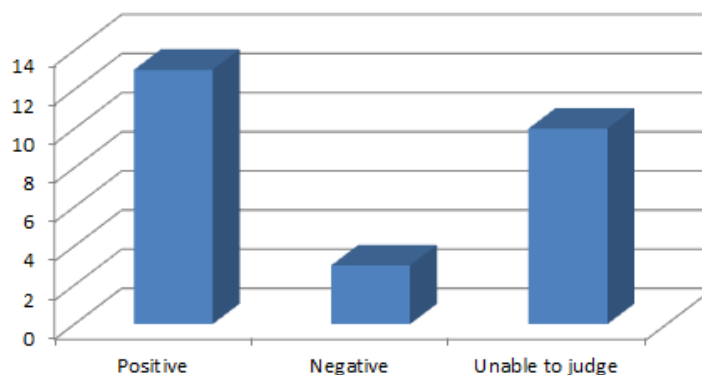
However, this does not disguise the fact that while UN.GIFT appears to be a strong brand for the broad public and it's a high profile topic, it has lost some credibility for a number of other partners. All three negative brand image responses to the questionnaire, confirmed by interviews, could be attributed to SC members.

The Project suffered in the initial stages from a lack of baseline studies and proper needs assessments and the developmental difficulties of the Project are well documented in the May 2011 evaluation. As a result of the May 2011 evaluation report, UN.GIFT attempted to rectify this lack of strategic clarity. A letter of agreement between SC members in January 2011 stated "*In response to the findings and recommendations of an independent evaluation of UN.GIFT in 2010, the Steering Committee jointly developed a Strategic Plan[9] which sets out the priorities and timeframe for joint actions in the next phase of UN.GIFT, along with a governance structure. This Strategic Plan establishes that UN.GIFT's core activities will fall within three broad and intersecting areas of work: (a) Knowledge Management, (b) Strategic Support and Interventions and (c) Global Dialogue. By working collaboratively, UN.GIFT has the capacity to underpin the global response to human trafficking by leveraging the capacities of its Steering Committee members, optimizing the use of resources and inspiring innovation. Together, member organizations and other stakeholders can undertake activities that are beyond their reach when acting alone.*[10]* This was further underpinned by the commissioning and publication of the UN.GIFT Strategic Plan for 2012 – 2014 which confirms the previously identified three broad areas of work and adds a further element of "*ensuring inter-agency coordination and co-operation*"[11].

While the sentiment expressed in that statement and throughout the Strategic Plan 2012 – 2014 document is positive and forward looking, the implementation of the Strategic Plan has not been fully achieved. A key reason for this is a lack of funding which appears to be rooted in donor disinterest and disengagement. This evaluation attempted to determine donor attitudes to UN.GIFT and – with one exception – it found that donors were at best ambivalent, and at worst hostile, to future funding for UN.GIFT. One explanation given for this position by two donors independently of each other was the fact that UN.GIFT had been given a large injection of funding at the start of the Project and that further funding wasn't needed or sought until it was too late. Donors felt that the opportunity to sustain the Project had been missed and they were now unwilling to support what is perceived as a "dying Project". This perception was tangentially supported by the fact that this evaluation found donors in general disinterested in engaging with the evaluators to even discuss the Project. This chronic lack of funding is at the heart of many of the shortcomings of the Project when it comes to the progress made in attaining the recommendations set out by the May 2011 evaluation report.

UN.GIFT has however, over the course of its existence, developed some products which have been assessed as being relevant. **Joint Programmes** (JPs) and joint programming is the collective effort of United Nations organizations, other international organizations and national partners to develop, implement, monitor and evaluate activities aimed at achieving the Millennium Development Goals (MDGs) and other international commitments arising from UN summits, conferences, conventions and human rights instruments.

_____

[9] Document 123 UN.GIFT Draft Strategic Plan Revised 02FEB2010
[10] Document 158_2011.12.01 – Letter of agreement amongst SC members – UNODC p.2
[11] Document 06 UN_GIFT_Strategic_Plan_2012-14 p.35 - 36

As part of its capacity building efforts, the UN.GIFT Steering Committee has made funds available for the development of six joint programmes:

- Bolivia
- Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan)
- Egypt
- Pakistan
- Rwanda
- Serbia

The JP in the Republic of Serbia started on the 1st June 2010 and was officially completed on the 31st October 2012. It had a budget of USD $ 1.37m of which USD $ 0.53m was contributed by UN.GIFT and the rest by Belgium and Switzerland. This JP has been viewed in positive terms by the main stakeholders in Serbia. The Joint Programme's overarching aim was to operationalize Serbia's National Action Plan (NAP) on Counter-Trafficking (2009-2011). Project results are reflected at both the policy and operational level. More details on the outputs of the Serbian JP can be found under the Impact section (see p.13).

With the active involvement of UNODC serving as Secretariat of UN.GIFT resolving a financial reporting issue to the donor which had brought the Serbian JP to a standstill it has achieved some notable successes. However not all JPs have achieved similar results. The JP in Bolivia took quite some time to initiate although progress is now being made along with the JP in Rwanda. The JPs in Central Asia and Egypt are still under development although the JP in Pakistan has stalled. The UN.GIFT JP Report of July 2012[12] highlights some of the difficulties involved in achieving success with JPs and makes the point that "*donors need to be engaged in developing the joint programme from the very outset*". This echoes with the comments of donors already noted in this final evaluation report of a lack of engagement at the outset of the Project itself. Overall though, there is support for the JP concept and – where funds have been made available – the use made of those funds by UN.GIFT partners, in particular NGOs involved in victim support, has been mostly effective if not always efficient. Questionnaire feedback on JP identified it as the most effective UN.GIFT output to date. "*Joint programming is the essence of inter-agency co-operation and this approach, even through the development of small joint projects (pilot experiences), should be enhanced*".

Another UN.GIFT product which has met with largely positive feedback is the **Virtual Knowledge Hub** (the Hub). This is a web based knowledge resource centre[13] containing information on many aspects of human trafficking from a variety of different sources. Through the Hub, webinars have been conducted such as "*Raising awareness on human trafficking: Designing anti-trafficking campaigns and the role of the media*". Again, the maintenance and development of this product has suffered from a lack of funding. Information collected during the course of the interviews for this final evaluation has indicated that there is an appetite for a 'one stop resource centre' on human trafficking issues and that the brand of UN.GIFT could be leveraged to promote the Hub as the first stop for AHT information.

Seen as somewhat lesser value but still viewed as visible and positive UN.GIFT work is the **UN.GIFT Box** (and awareness raising / prevention campaigns in general). The concept of the

_____

[12] UN.GIFT Jt Ptogramming Report – 21July2012

[13] http://www.ungift.org/

UN.GIFT box was widely praised although there were frustrations with many stakeholders that the concept was never fully delivered. Once again this was partly down to a lack of funds with the prohibitive costs involved in the physical transportation of the box itself to a new location. The sum of USD $ 50,000 to move the box from one continent to another was quoted. However, the Project also encountered additional difficulties in its relationship with its partner NGO in the UN.GIFT Box project. The minutes from the April 2013 SC meeting[14] demonstrate this and highlight funding issues. "*Moving on to the GIFT Box, [it was stated] that the promising initiative needs to be re-evaluated in order to move forward. Partner NGO Stop the Traffik is actively seeking partners to bring the Boxes to Brazil for events over the coming years including the World Cup and the Olympics. [The SC members were reminded] that the GIFT Box project is being run on a very small budget and needs funding in order to bring Boxes to Vienna or any other location*". Responses from the questionnaire for this final evaluation also note similar issues "*the box is a creative initiative, but expensive and difficult to roll out in different countries, and less cost effective than other initiatives*".

Under this umbrella of awareness raising, UN.GIFT also promotes the **Business Leaders Award** (BLA). It was launched in 2008 during the regional meeting of the World Economic Forum in Sharm El Sheikh, Egypt. The 2013 BLA event was undertaken by End Human Trafficking Now! (EHTN!), UN.GIFT and the IOM contributed to the evaluation of the candidates on behalf of UN.GIFT. The ILO were invited but declined to participate. It is a good practice award, designed to honour and recognize the work of business executives engaged in combating human trafficking. It aims to serve as an incentive for greater innovation and to identify and reward those executives who have shown enthusiasm in and dedication to tackling human trafficking, and who have made a significant impact on ensuring respect for the human rights of employees and community stakeholders alike. The award has gathered support from the Secretariat. "*The event was well publicised and the Secretariat was pleased with nominated candidates and with the winner. IOM and the Global Compact participated in pre-selection of candidates. The Secretariat would like to continue involvement in this initiative, which builds relationships with partners including End Human Trafficking Now*".[15] However, the apparently positive impact achieved by the BLA with some stakeholders was not universal and provides one example of the friction that exists within the SC. "*It was noted that the OHCHR High Commissioner was not invited to the ceremony through UN.GIFT, despite being in Davos, and [it was] requested that SC members be more actively invited to participate in the awards ceremony*".

The final area in which UN.GIFT awareness raising projects generated comment was in the promotion and hosting of AHT Conferences. This final evaluation notes that opinion on the value of these types of event remain divided and would suggest that if a similar event were to be considered a full cost / benefit analysis should be undertaken. A response to the questionnaire notes "*[UN.GIFT] should provide more training and conferences to update the project leaders of trafficking*".

_____

14 Document 170 Summary of the SC meeting April 2013
15 Document 170 Summary of the SC meeting April 2013

Figure 2 – UN.GIFT initiatives worth continuing
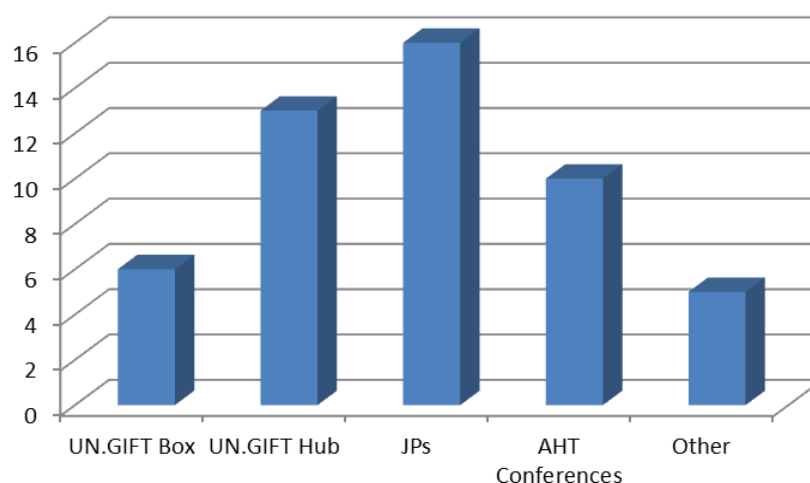
The figure above demonstrates the response from the 26 questionnaires to the question "Which UN.GIFT initiatives are worth continuing whether under UN.GIFT or another delivery vehicle?". Joint Programmes were viewed as the most worthwhile with 58% suggesting they should continue. The UN.GIFT Hub achieved a 50% response rate with AHT Conferences 38%.

The Project has also attempted to comply with the main 'relevance' recommendations of the May 2011 evaluation. However, one of the 'relevance' recommendations, which is to "*clarify UN.GIFT's role vis-à-vis the Inter-agency Coordination Group on Trafficking in Persons (ICAT) and ensure that these entities can be of benefit to each other*", has not been progressed as fully as might have been expected. The UN.GIFT strategic Plan 2012 – 2014 states "*As a result, ICAT and UN.GIFT can create synergy by strengthening inter-agency co-operation at both the policy and operational levels. ICAT will continue to set policy-level guidance for its member organizations, while UN.GIFT will design inter-agency pilot projects or knowledge sharing tools that would implement the policies and priorities of ICAT*". Yet, this evaluation has found little evidence of these words having being put into practice. This aspect is more fully examined in the Governance, Management and Partnership section (see p.18)

There is no doubt that the main objective and (associated immediate objectives) of UN.GIFT are still relevant. It is also clear that UN.GIFT has initiated and – to a lesser extent – maintained some worthwhile initiatives that have helped deliver results. To what extent UN.GIFT can exploit these initiatives given the lack of current funding and the apparent disinterest of key donors and stakeholders is less clear and poses immediate concern for the viable continuation of the Project in its current form.

Effectiveness

One of the most effective achievements of the UNGIFT was to help put human trafficking on the international community agenda and enhance its visibility to the wider public. It has portrayed a positive image to the wider public in tackling human trafficking. This occurred during the early stages of the Project and is documented in the May 2011 evaluation. This heading of 'effectiveness' attracted the greatest number of recommendations in that evaluation with over one

third of the total number of recommendations. The bulk of the recommendations can be aggregated under three broad areas.

The first of those areas concerns the actual **UN.GIFT outputs** themselves. By and large UN.GIFT appears to have progressed those recommendations concerned with promoting outputs as best they can considering their funding and resource difficulties. Examples include the previously noted UN.GIFT Box, the Business Leaders Award (BLA), Joint Programmes (JP), UN.GIFT Hub and the webinar series. Indeed, the JP toolbox[16] (which includes these examples plus others) supplies access to a broad range of resources and delivers advice on potential implementation. The penetration of these outputs has been more problematic to assess as no baseline or needs assessment documents exist (with the exception of some for the JPs) against which indicators for uptake were developed. The log frame provides some indicators and means of verification but there is no systematic recording of that data. However, the interviews conducted for this final evaluation provided a number of concrete examples where these outputs were effective. The most effective outputs appeared to be those that were targeted at the ground / operational level. UN.GIFT assistance to an Austrian Non-Governmental Organization (NGO) has helped that NGO integrate victims of trafficking (VoTs) into legitimate employment by providing placements with employers, providing language lessons etc. A similar scheme is operating in Albania. However, even here the overall impact of the output (as opposed to effectiveness) is an issue that must be considered and is addressed later in this evaluation under the 'Impact' section (see p.13)

The second broad area that these recommendations fall into could loosely be described as '**management of effectiveness**'. These cover such aspects as baseline studies and needs assessments, the tracking of contributions, fund raising and the ability to create measurable performance and impact indicators. This final evaluation recognises that UN.GIFT appreciates the importance of these recommendations and that progress has been made to try and identify measurable indicators for future UN.GIFT work. The logical framework progress report of February 2013[17] is evidence of these attempts. There has not, however, been any meaningful update of this logical framework since February 2013, which is indicative of a lack of resources and interest from internal and external stakeholders.

This final evaluation recognises that UN.GIFT has made some progress in ensuring baseline studies and needs assessments are conducted when considering instigating JPs. The UN.GIFT Joint Programming Report of July 2012 states "*UN.GIFT will develop joint programmes that respond to the findings of joint needs assessments carried out at the request of Member States by independent national and international experts with support from UN.GIFT member organizations on the ground and drawing on existing in-country expertise and experience*".

The effective management and use of donor funding for fighting human trafficking was raised and specifically how UN.GIFT SC should review the results of the small grants facility to help inform the future use of the UN Voluntary Trust Fund for Victims of Human Trafficking. This final evaluation can confirm that UN.GIFT has discharged its responsibilities in this area and the 'Trust Fund' is viewed as a potentially viable mechanism for funding future AHT work.

_____

[16] Document 178 UN.GIFT Jt Ptogramming Report – 21July2012
[17] Document 38 PROFI Annual Report based on LogFrame GLOS83_draft 20130215

The third broad area is that of **victim support** which forms one of the two immediate objectives "*to create and strengthen support structures for victims of trafficking*" and Output No.5 "*increased support to victims of trafficking through NGOs and other service providers*" of the Project. It is generally held that the Victim Translation Assistance tool (VITA) is a useful UN.GIFT output. "*UN.GIFT's involvement in civil society partnerships, often captured through output areas like Victim Support and Awareness-raising, has likewise received highly positive stakeholder feedback. The victim support MP3 translation tool (VITA) is one very successful and appreciated result of such a partnership*".[18] And as demonstrated previously in this final evaluation report, the JPs have been a relatively effective tool for delivering victim support through their work with the appropriate state agencies and civil society stakeholders.

One of the key recommendations made in the May 2011 evaluation was that the "*UN.GIFT SC should ensure that fundraising for inter-agency coordination and technical co-operation projects is an integral component of the Project's next phase with an explicit role for all SC members to participate in joint fundraising*". This final evaluation could find no evidence that the UN.GIFT SC developed a robust strategy to tackle this particular recommendation. There is only a passing reference to it in the Strategic Plan 2012 – 2014 document where it states "*SC focal points will jointly engage in [...] joint fundraising activities*". However it should be noted here that UN.GIFT secretariat proposed a letter of agreement that was meant to signal commitment to |UN.GIFT. This was never signed by principals of UN.GUFT SC members. Mention is made of the need for the UN.GIFT SC to progress joint fundraising activities in the 28th SC Meeting held in June 2012 but no meaningful progress seems to have been made up to – or beyond – that date. UNODC, through HTMSS, did attempt to fund raise for UN.GIFT including a briefing to donors in 2012. These efforts were in vain however and of the donors who responded to the questionnaire 50% had not noticed any increase in fundraising activity from UN.GIFT since January 2011. The reasons for this appear to lie in the two consistent themes that run through this evaluation namely;

   (a)   a lack of resources within the Project
   (b)   a disillusionment with the Project from some SC members

This disillusionment with the Project from some SC members appears to have its roots buried quite deeply in the history of the Project. The May 2011 evaluation makes reference to some of the issues which generated these feelings and this evaluation notes that the perception among those stakeholders is that there has not been enough effort to change those negative perceptions toward UN.GIFT in general and UNODC in particular. One issue was a perceived lack of equitable ownership of the Project between the SC members with UNODC being viewed as imposing its will on the Project. Another broad issue of disillusionment causing lack of appetite for the Project was that of communication between the SC members. This manifested itself in many ways with one recurrent example being given around the 'branding' and 'badging' of UN.GIFT products. Many SC members felt that, on occasion, UN.GIFT products had been stamped with the UNODC logo when it should have been the UN.GIFT badge and / or other SC member organisations logo. Interestingly, UNODC also gave examples of where they believed UN.GIFT products had been incorrectly stamped with other SC member organizations logo. These examples all pre-date this evaluation which suggests these issues have been addressed however the disillusionment that still exists reemphasises the point that pre 2011 UN.GIFT

_____

[18] Document 50 UN.GIFT_Independent Evaluation p.40

problems continue to have a negative impact on the project over 3 years later. Regardless of the rights and wrongs of the specific products this is indicative of the breakdown in communication within the UN.GIFT SC.

Given that one of the main objectives of the Project is to foster inter-agency co-operation these difficulties are of crucial importance. The questionnaire asked "Since January 2011 how effective has the UN GIFT Project been in promoting inter-agency co-operation?". The responses – both qualitative and quantitative – demonstrate the wide difference of opinion on this aspect of the Project. For example "*The Project not been effective, but it may not be the fault of the Project or its concept, rather a product of its history and Steering Committee members' commitment*" but also "*a welcome opportunity to more regularly meet with colleagues and discuss also other matters*".

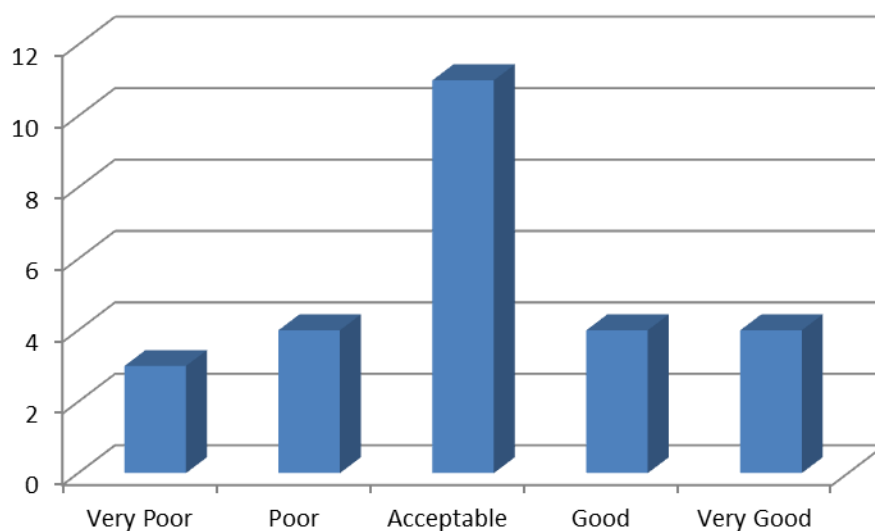Figure 3 – Effectiveness in fostering inter-agency co-operation

Figure 3 above also shows the wide distribution of results in this area with the majority opting for the description of 'acceptable' when it comes to fostering inter-agency communication. When looking at the detail behind these figures, both the steering committee and donor responses included 'very poor' and 'poor' responses, while NGO responses included 'good' and 'very good'. This tends to confirm the impression formed from the interviews and Most Significant Change (MSC) analysis that UN.GIFT is viewed by those outside the day-to-day functioning of the Project and involved in the delivery of victim support services as an effective catalyst for inter-agency co-operation. This does not disguise the fact however that the Project is viewed by some key stakeholders as 'poor' or 'very poor' at fostering co-operation.

Overall, this evaluation notes that where there was little or no cost involved, the UN.GIFT team has attempted to progress the recommendations on 'effectiveness' within the May 2011 report. However, when the UN.GIFT team has met the barriers caused by a lack of funding and / or a lack of enthusiasm for the Project then implementing those recommendations has proved very challenging.

Efficiency

UN.GIFT was initiated with a small donor pool (effectively just one large donor, the UAE) but a considerable amount of money in the region of USD $15m. An indirect result of this funding model was that it 'crowded out' other potential donors at the beginning of the Project. Additionally, since there was no immediate need for more funding, UN.GIFT put little effort into expanding the donor base or develop a joint fundraising strategy with clear areas of responsibility for UN.GIFT SC members. This had a negative impact later in the life of the Project when the funding was almost exhausted and the Project didn't have the resources of people, time and money to build links with potential new donors to the Project. And when donors were approached, some were hesitant as they were unsure if they were funding UN.GIFT, UNODC or some combination of other organizations. Some donors did get involved such as Austria, Belgium and Switzerland and contributed to specific UN.GIFT Projects but the level of funding required to run the Project efficiently has been lacking for well over a year.

The total approved budget as of March 2014 stood at USD $14.33m. At the end of December 2010, the total approved budget was USD $13.46m. In the three years and 3 months that this final evaluation report covers approximately USD $1.05m has been spent accounting for only 7.28% of the total funds allocated during the lifetime of the Project. Over the past year of the Project it has been operating with the minimum of funding allowing the Project Manager to dedicate only 50% of his time to the Project with no administrative support. This has had an extremely detrimental effect on the Project. This evaluation does recognize that a 'vicious circle' of lack of funding for the Project, leading to a lack of administrative support, leading to a lack of resources dedicated to fund raising has had a negative impact on fund raising activity.

The May 2011 evaluation report emphasised the need for UN.GIFT to systematically collect and implement lessons learned from the Project. Since January 2011, the Agendas for the UN.GIFT Steering Committee meetings have a standing item which includes 'lessons learned'. In addition, the Strategic Plan 2012 – 2014 document provided a number of expected outcomes and key outputs for the Project which included:

Outcome 4 – Impact assessed and lessons learned from UN.GIFT activities
Output 4.1 – Activities evaluated and impact assessed
Output 4.2 – Lessons learned captured and disseminated

There is little evidence of these having been systematically put into practice with the previously noted exception of the Joint Programmes (JP). Once again, this appears to be due to a lack of resources. The Project managed to produce its Strategic Plan 2012 – 2014 but having neither the resources (nor the appetite to continue the Project from key stakeholders) it has proved exceptionally difficult to implement those recommendations.

The May 2011 evaluation report also emphasised the need for UN.GIFT "to establish new activity-level budget and progress tracking processes, with workarounds where needed to overcome the limitations of UNODC financial systems". Recognition was made of the need to tackle this issue and progress has been made through an improved log frame. However, there is no indication that the means of verification identified in the log frame have been systematically collected and evaluated.

It has proven difficult for this evaluation to assess the overall efficiency of the Project since January 2011 to date. The activities that have either continued or been initiated during this period have not been systematically monitored and evaluated on a cost basis due in part to the limitations of the financial system noted in the May 2011 evaluation report. However, given that over three years the Project generated only around USD $1m of new funding, the majority of those funds will have been used to simply maintain the administration of the Project. While this is necessary, there seems little point in supporting a Project that is generating little funding for new or continued 'on the ground' and 'in country' work. This point is underpinned by previous reporting from the April 2013 SC meeting when the cost of the UN.GIFT Box Project was cited as a prohibitive factor for its deployment.

Impact

This evaluation notes the Strategic Plan 2012 – 2014 document regarding UN.GIFT strategy and the guidance it provides on prioritising specific activity areas for the purpose of achieving a lasting impact. "*The purpose of this Strategic Plan is to set out the overarching direction, priorities and implementation plan for the next phase of UN.GIFT*". [19] It further states that "*UN.GIFT activities will be chosen with a view to their potential to have lasting impact, fill clear gaps and be replicated or expanded. They will aim to bring about systemic change. The focus will be on maximizing shared resources to ensure cost effectiveness*" and "*UN.GIFT should clearly prioritise activities and programmes to achieve a great geographical spread, such as to the regions, as well as in those areas where technical co-operation is needed*".

The same document also provides a suggested mechanism for achieving the prioritization of activities "*Because each organization brings a distinct mandate, perspective, approach and experience to determining needs and gaps, UN.GIFT partners will develop a common needs assessment and progress monitoring checklist, drawing together their existing needs assessment tools and other instruments such as the UN Global Plan of Action. The checklist will assist in determining priority needs for national attention, which will guide States, organizations and other stakeholders in developing clear, manageable and measurable plans to direct their anti-trafficking activities and also serve as a basis for the development of UN.GIFT joint programmes*".

There is no documentation available that suggests this laudable approach (including the checklist) has been implemented in a structured manner. Additionally the mechanisms to identify and then gather appropriate data to measure impact have not been pursued. It is difficult – therefore – for this evaluation to be able to make a concrete link between the activities of UN.GIFT since January 2011 and the impact objective to "prevent trafficking in persons and reduce the number of trafficked persons worldwide". The outcome objectives to "foster awareness, global commitment and action to counter human trafficking…" and to "create and strengthen support structures for victims of trafficking" are more readily identified though the link between outcomes and impact cannot be systematically quantified. For example one UN.GIFT funded NGO intervention saw three victims of trafficking supported in their efforts to reintegrate into society through language training and working with potential employers to secure jobs. Thus the objective to "strengthen support structures for victims" can be evidenced however the data to measure the impact of this intervention – and by extension the cost / benefit – is lacking.

_____

[19] Document 06 UN.GIFT strategic Plan 2012 – 2014 p.4

Thus the following examples of UN.GIFT activity highlights the <u>potential</u> impact that some of the work funded wholly or partially by UN.GIFT has had over the period of its existence and – more specifically – over the period of this final evaluation. For example six hundred volunteers staffed five **UN.GIFT Boxes** during the London Olympics and raised awareness, monitored human trafficking in the Olympic period, provided support for those who needed it, and answered questions from the public.

Since its inception in 2010, **the Hub** has evolved into an important source of information on human trafficking. The Hub gets an average 14,000 unique visits each month and an average 22,300 visits each month overall.

On 22 May 2012, UN.GIFT organized a second **webinar** on private/public partnerships in combatting human trafficking in collaboration with Harvard Kennedy School's Program on Human Trafficking and Modern Slavery, Ash Center for Democratic Governance and Innovation, and the UN Global Compact. Over 125 people located around the world participated in the interactive session, which included panellists from UNODC, End Human Trafficking Now, the Carlson Rezidor Hotel Group and the Partnerships for Global Impact.

A meeting was organized, from 21 to 23 March 2012, by UNODC in partnership with ILO and the Senegalese government to set up a national coordination mechanism for the fight against human trafficking in **Senegal**. The meeting also led to the updating and validation of the Senegalese National Action Plan (NAP) for the fight against trafficking in persons.

The implementation of the **Joint Programmes** (JP) also provided some examples of potential impact. Some of the significant achievements of the Serbian JP were:

At a policy level:

1) Three baseline studies – on protection, prevention and prosecution – were conducted and publicly presented in early 2011; they formed the basis for the design of the Terms of Reference (ToR) for the Fund for direct assistance, the AHT campaigns grants scheme and for the development of training curricula for different professionals (law enforcement, social welfare);

2) The establishment of a new body – the Centre for Victim Protection ('the Centre") – was supported through the JP, in partnership with the Ministry of Labour, Employment and Social Policy MoLESP, in March 2012;

3) The Special Protocol on Proceedings for the Judiciary on the Protection of Victims of Trafficking (VoTs) was developed through the JP and adopted by the Ministry of Justice and Public Administration (MoJPA) in February 2012;

4) Both members of the Republic Parliament (October 2012) and Vojvodina's Provincial Parliament (October 2011) were provided with the Serbian and minority language versions of the UNODC/Inter-Parliament Union Handbook for Parliamentarians on Combating Human Trafficking;

5) The development of new CT Strategy was agreed and commenced in March 2012 and the first draft was ready in September 2012.

At operational level:

1) Two Anti-Human Trafficking (AHT) Curricula were developed and endorsed: one for social workers and the other for judiciary and law enforcement.

2) 210 professionals participated in 8 national trainings; one international AHT training for judges, prosecutors and police officers and one specialized training for the police organized in partnership with the Judicial Academy and the MoI/National Coordinator.

3) In October of 2012, 300 professionals attended the following CJ activities: a) four round tables in the Appellate Courts of Belgrade, Kragujevac, Nis and Novi Sad; b) regional CJ conference in Belgrade; and c) two public hearings on criminal code amendments in Belgrade.

4) Ten trainings were held that targeted 277 social workers and covered 77 municipalities i.e. 1/2 of the overall number of centres for social welfare.

5) Three legal clinics were organized at Law Schools in Novi Sad, Belgrade and Nis involving participation of 86 students in 2011 and 60 in 2012.

6) Five AHT prevention campaigns targeting Roma, refugees and IDPs, and children at risk were carried out in 41 municipalities targeting over 4,000 persons, of which most were children.

7) Two trainings/ seminars on nexus between human trafficking and asylum were organized targeting both relevant asylum stakeholders (30 representatives of authorities and NGOs), as well as relevant antihuman trafficking stakeholders (40 representatives of authorities and NGOs)

By end of the programme, the JP contributed to the implementation of 60% of the current National Action Plan (NAP) activities. As the NAP ended in 2011, and the new one was not yet adopted, the duration of the current NAP has been extended until the next one is enacted.

Image 1
Serbian Red Cross staff preparing anti-human trafficking material for children

There is – of course – a difference between output, outcomes and impact and as noted in this evaluation the impact of these outcomes are difficult to measure given the lack of systematic retrieval of the means of verification. It is also important to note that the JPs (described as the most relevant and worth continuing) received USD $ 1,070,000[20] of the total USD $ 14,300,000 approved budget of the Project. This equates to approximately 7.5% of total funding. The inability to properly assess the impact of JPs and other UN.GIFT activities means evidence based decisions to prioritise the activities are difficult to make. Although sitting outside the ToR of this final evaluation it may be worth considering if UNODC Research and Trend Analysis Branch along with any other appropriate UN.GIFT SC member's research capacities could be more involved in supporting the development of appropriate impact measuring method(s).

UN.GIFT appears to have recognised the deficiencies highlighted by the May 2011 evaluation report with regard to impact and through the Strategic Plan UN.GIFT agreed mechanisms to tackle these deficiencies. In keeping with the majority of the findings of this evaluation however there is little evidence that these mechanisms have been meaningfully utilised primarily through a lack of resource. The Project has effectively run out of money and had very little spare capacity round the time that the Strategic Plan document was adopted on the 29th September 2011. Thus, an Action Plan existed without the resources to implement many of the actions.

Sustainability

The difficulties for UN.GIFT to maintain sustainability are well documented in the May 2011 evaluation report. [21] The UN.GIFT Strategic Plan 2012-14 recognises the importance of sustainability "*UN.GIFT should concentrate on sustainable and multi-year projects*" and suggests "*UN.GIFT may wish to collaborate with Governmental and non-governmental funding agencies to support adaptation and sustainable replication of successful models in other areas or regions*".

The recommendations in the May 2011 evaluation report to improve sustainability focus on collaboration with state and non-state actors on these multi-year projects, the follow up of post event activities and the reserving of funds for coordination and co-operation activities, primarily through the Steering Committee. All of these recommendations have a common aspect that revolves around (increasing) funding. This final evaluation has already noted that for a number of reasons these funds have not materialised and thus progress toward supporting and developing these projects has been limited.

With such a chronic lack of funds and a UN.GIFT SC that is not functioning smoothly it is difficult to argue that UN.GIFT can continue to meet its objectives. In order to gain some insight into the different possible futures for UN.GIFT the questionnaire asked: Should UN.GIFT…

- Close with immediate effect (Option 1)
- Close by the end of 2014 after any worthwhile, current UN GIFT initiatives are identified and – if possible – alternative delivery vehicles found (Option 2)
- Continue in its present form (Option 3)
- Continue with renewed efforts to fund raise and promote inter agency co-operation through the existing governance structure (Option 4)

_____

[20] Document 61 Joint Programme Funds
[21] Document 50 UNGIFT Independent Evaluation p.55 - 56

- Continue with renewed efforts to fund raise and promote inter agency co-operation through <u>an amended</u> governance structure (Option 5)
- Other (Option 6)

The most striking outcome from this question was that only one of the twenty six respondents felt that the Project should continue in its present form (Option 3). Twelve of the twenty six (46%) felt it should close either immediately or by the end of 2014 and eleven (40%) believed it should continue with renewed fundraising efforts. Of the two 'other' responses one felt unable to answer and the other suggested a continuing – but much reduced – Project based on knowledge management functions. Of the eleven who believe it should continue with renewed fundraising efforts, eight said it should only continue under an amended governance structure.

Figure 4 – The future for UN.GIFT
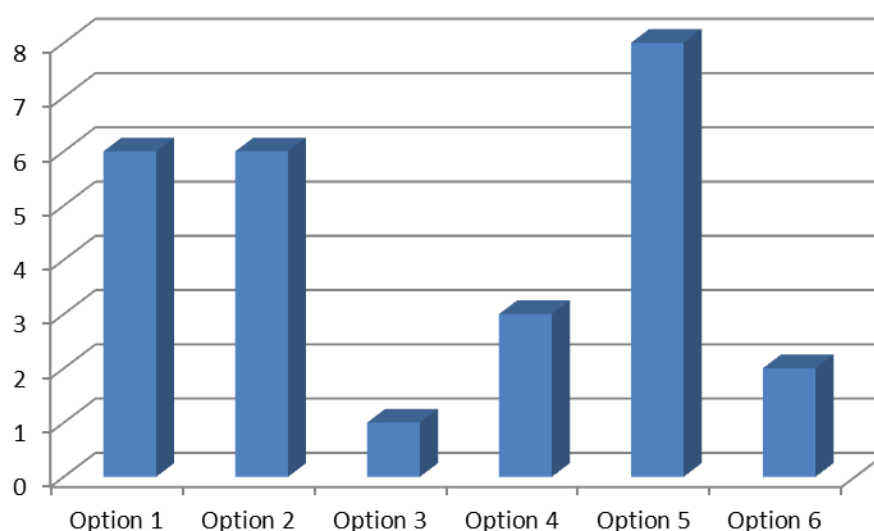
When the figures are further broken down, it is revealed all twelve respondents that stated UN.GIFT should close immediately or by the end of 2014 are UN.GIFT SC members. This tends to confirm the impression gained via the semi-structured interviews that the relationship within the SC is strained and there is a lack of appetite for continuing UN.GIFT among some key stakeholders. One comment read "*I think that the momentum for its continuation may have passed since in the last year not much effort was allocated to fundraising and to amend the governance structure*". Or "*The project as such can safely be closed. Most of the initiatives under it can probably be carried forward under a different heading.*"

Yet, there are still some SC Members and many from other stakeholder groups, most notably the NGO community where the perception of UN.GIFT and its future is rather more positive with a desire to see it increase fundraising activity albeit under a different governance structure. For example "*Greater involvement of all six agencies in the decision making process is needed*" and "*Due to the success of the program in Bolivia's southern border, we must continue with renewed efforts and seek alternatives for fundraising and so ensure continuity of the project*".

This evaluation concludes that UN.GIFT is unsustainable under its current structure. It further concludes that the May 2011 evaluation report provided the opportunity to provide a new impetus to the Project. For various reasons, most notably a lack of funding and a lack of appetite and interest from some SC members, this opportunity wasn't fully grasped. This final evaluation sees no benefit in repeating the recommendations of the May 2011 evaluation report that have not yet been achieved as the conditions that exist today are no better (and are conceivably poorer with fewer funds and greater disengagement) than existed in May 2011. The UN.GIFT SC should carefully consider these options for the future of UN.GIFT taking cognisance of this evaluation report's observation that the current form is unsustainable and that the environment for improving UN.GIFT internal operations has not improved since the May 2011 evaluation report made its recommendations.

Governance, Management and Partnerships

This aspect of governance, management and partnerships was one which drew a large number of recommendations from the May 2011 evaluation report. The governance structure is duly noted in the strategic plan[22] and covers many of the recommendations, for example "*The chairing and co-chairing of the SC will rotate between member International Inter-Governmental Organizations every 12 months.* The fact that the Strategic Plan was adopted in September 2011 and – to date – the chairing of the SC has not yet been rotated is a clear indication of the lack of 'follow through' in implementing some of the May 2011 report recommendations. It should be noted that UNODC did propose during SC meetings a rotating chair however this was never adopted. While the implementation of some of the recommendations has been hampered by a lack of funds the failure to implement this recommendation is indicative of a lack of interest and engagement with the UN.GIFT SC concept. Similarly, the Strategic Plan notes that "*the existing SC Terms of Reference will be further updated and agreed to reflect these and any other agreed changes*". This evaluation could find no record of the updated ToRs for the SC.

This failure to implement some of these key recommendations has had a negative impact on many that are closely involved with UN.GIFT. Some SC members see this as further evidence that their engagement with the Project is not as an equal partner and that they are simply 'supporting' a UNODC Project. This inequality and – more crucially – a perceived lack of willingness to redress the balance meant a further deterioration in the relationship between SC members.

One element that has been consistently raised during this final evaluation and formed a large part of the May 2011 evaluation is the **role of the Inter-Agency Coordination Group against Trafficking in Persons (ICAT)** and how it interfaces with UN.GIFT SC. ICAT is the only other recognized mechanism for AHT coordination. ICAT is a 16-member AHT coordination platform established pursuant to a request from the Economic and Social Council (ECOSOC 2006/27) and reinforced by GA Resolution 61/180 "Improving the coordination of efforts against trafficking in persons" in line with a United Nations Chief Executives Board for Coordination (CEB) initiative to increase coordination on transnational crime issues.

The May 2011 evaluation report recommended that "UNODC Senior Management, UN.GIFT SC and MS should clarify UN.GIFT's role vis-à-vis ICAT and ensure that these entities can be of benefit to each other. Opportunities for synergy between ICAT and UN.GIFT should be identified and incorporated in their respective strategies, agendas and work plans". It was suggested that

_____

[22] Document 06 UN.GIFT Strategic Plan 2012 – 14 p.37 - 41

ICAT should operate as a policy body while UN.GIFT would be an executing / implementation body with close cooperation between the two bodies.

The questionnaire for this evaluation asked the SC members "Does the existence of ICAT increase or decrease the need for the SC?" The results show that 30% felt it decreased the need and the other 70% said it neither increased nor decreased the need. This may suggest the majority view ICAT and UN.GIFT as separate entities with their own distinct spheres of AHT work. One comment stated "*The UN.GIFT is an initiative for all to combat trafficking, including NGOs and private sector, while ICAT is specifically for UN coordination*" and another "*ICAT and UN.GIFT should simply remain two separate entities although coordination is essential. The steering committee of UN.GIFT should be kept at an "operation level", discussing and making decisions on technical assistance projects, awareness raising activities etc.*" In practice, the little ownership and lack of resources by UN.GIFT SC members did not allow for such delimitation of roles to work effectively. Indeed, some interviewees attribute the increasing use of ICAT as a direct result of the decline of UN.GIFT and the UN.GIFT SC.

Further comments include "*There is a need for an interagency forum of some kind and the UN.GIFT Steering Committee served this function, for better or worse, for a time. Now that need is being met, also for better or worse, by the ICAT Working Group*" and also "*At present, ICAT as such is not associated in any way with UN.GIFT, although its membership is largely the same. If UN.GIFT - as a naked brand or a mere awareness-raising tool - remains, it could be subsumed under or brought into a relationship with ICAT and in that case, might dispense with a separate Steering Committee. The question would become whether SC members that are not also part of ICAT (e.g. OSCE) would be "permitted" to join ICAT to continue co-operation with/about UN.GIFT. However, there is indeed a sense of duplication between the two as they stand now, since both are portrayed as "inter-agency" vehicles*". And finally "*I believe UN.GIFT has run its course; interagency co-operation is now handled more effectively between ICAT and the OSCE coordination mechanisms*".[23]

This evaluation concludes that the recommendation made in the May 2011 evaluation report to clarify and implement a working relationship between ICAT and UN.GIFT SC has not been successfully completed.

Other recommendations within this governance, management and partnership heading could be included in the broad area of "**communication**". This includes communication with the whole range of stakeholders (Member States, SC members, AHT field staff, government officials engaged in AHT activities and stakeholders like NGOs and private sector partners) and the development of a communication strategy. This strategy was to include a rebranding of UN.GIFT and a clarification of its role and mandate both to internal and external stakeholders. As before, the intention within the Strategic plan was admirable. "*The Secretariat will support UN.GIFT in continuing to develop its partnerships, communications and advocacy work with all stakeholders at the strategic level. This includes working with high-level advocates, such as those for victim support, or facilitating relationships with advocates together with specific projects or organizations on the ground. In order to give these functions the credibility and resources they*

_____

[23] The OSCE co-ordination mechanism is the *Alliance against Trafficking in persons*. The *Alliance* is an informal platform for co-operation among international and non-governmental organizations (NGOs) active in the fight against human trafficking and the Alliance Expert Co-ordination Team (AECT) is its consultative forum.

deserve, it is vital that facilitation work be explicitly included in this strategic plan. This will ensure that the secretariat's main function remains the support of inter-agency work, while retaining some programmatic functions to support the core projects of UN.GIFT". And, as before, this communication strategy has not materialised in any meaningful way. This evaluation report does recognise that UN.GIFT with UNODC serving as UN.GIFT Secretariat has made efforts in communication (e.g. regular SC meetings, donor reporting, debriefs within JPs, etc.) but there is still no co-ordinated, agreed communication strategy.

Additional management issues include **incompatible rules among SC members that create barriers to meaningful collaboration**. For example UNODC was unable to provide SC members with a proper tracking of contributions (e.g. how the money was spent) and equitable reporting of achievements (accountability issue) and equitable visibility (e.g. logos of some UN.GIFT member organizations missing from UN.GIFT publications). This resulted in a general perception that UNODC – or at least UNODC HQ – is non-cooperative and triggered commitment and ownership issues. It should be noted here that very few of the management issues were 'personality based'. By-and-large the SC members worked well together on a personal level, however this failed to stop management and communication problems from arising. Concomitantly, resources were decreasing which may have accelerated SC member's disengagement.

Again, this evaluation recognises the lack of funding as a limiting factor in these efforts as the Semi Annual Report of 2012[24] notes "*There has been another change in UN.GIFT's management with three of UN.GIFT staff leaving at the end of March 2012. The Secretariat is currently composed of one temporary P2, who coordinates all UN.GIFT activities and a part time consultant in charge of the Hub. All above changes leave the Secretariat considerably short-staffed for the transition and future phases of UN.GIFT. Nevertheless, fundraising efforts are ongoing in order to maintain and strengthen the secretariat and its functions*". This evaluation also recognizes that at that time the UN.IFT team was mainly staffed by consultants which bring its own management challenges.

UN.GIFT has managed to work relatively well with **internal (UNODC) stakeholders** including other Global (GLO) programmes such as GLOT59, GLOT92, GLOX42, GLOT55 all managed by the Human Trafficking and Migrant Smuggling Section. UN.GIFT also collaborates with other GLO programmes by using their tools and resources to maintain its presence in the field. The development of the Global Report on the Trafficking in Persons managed by the Research and Trend Branch is another example of UN.GIFT inspired work that is now viewed as a key UNODC product. And UN.GIFT has also worked with the Advocacy Section on the webinars and prevention campaigns. However, with the possibility of UN.GIFT closure and the disbursement of its initiatives and on-going programmes UNODC Senior Management and UN.GIFT SC should ensure the further clarification of roles and responsibilities of UN.GIFT vis-à-vis other UNODC functions engaged in AHT efforts. For example, UNODC Human Trafficking and Migrant Smuggling Section plans to develop a unified Global programme by the summer of 2014 with two pillars (human trafficking and smuggling of migrants), including advocacy work. How UN.GIFT and its constituent parts interact with this programme should be carefully considered.

_____

[24] 40_Semi Annual Report 2012_Final

There are of course many challenges in inter agency collaboration including lack of ownership, unclear roles and responsibilities, competition for resources, antagonist agendas, no timely communication or consultation and unclear criteria for resource distribution. UN.GIFT encountered all of these to a greater or lesser extent and yet the mechanism does exist through the SC to address all of these issues. The fact that it has struggled over 7 years to address these issues must pose doubts as to whether a change in governance structure now would appreciably alter the effectiveness of the SC.

Innovation

The Small Grants Facility was created as part of the UN.GIFT to mobilise the international community and can be viewed as a success of the Project allowing for a more responsive approach to the funding of Project activities.

III.   CONCLUSIONS

UN.GIFT over the course of its existence has helped to promote an international co-ordinated response to tackling human trafficking. It has initiated several different approaches many of which have been viewed as having a positive impact in raising public, state and organizational awareness of human trafficking. These approaches have further supported states in their policy and operational efforts against human trafficking and helped deliver resources to assist civil society including NGOs in their efforts to assist the victims of trafficking.

These approaches have included **Joint Programmes** (JP). This is the collective effort of United Nations organizations, other international organizations and national partners to develop, implement, monitor and evaluate activities aimed at achieving the Millennium Development Goals (MDGs) and other international commitments arising from UN summits, conferences, conventions and human rights instruments. UN.GIFT has taken this framework and developed JPs in a number of different countries with most notable success in the Republic of Serbia. Another initiative is the **Virtual Knowledge Hub** (the Hub). This is a web based knowledge resource centre[25] containing information on many aspects of human trafficking from a variety of different sources. Since its inception in 2010, the Hub has evolved into an important source of information on human trafficking. The Hub gets an average 14,000 unique visits each month and an average 22,300 visits each month overall. Other examples of UN.GIFT products that have made a positive impression are the **UN.GIFT Box** the **Business Leaders Award** and – to a lesser extent – the hosting of a major Anti-Human Trafficking **conference**. The UN.GIFT **brand image** appears to be positive with external stakeholders, however it does hold negative connotations for some UN.GIFT Steering Committee members and some donors.

The May 2011 evaluation report provided a number of recommendations to assist the Project in meeting future challenges. The UN.GIFT SC acknowledged and adopted these recommendations and produced a Strategic Plan 2012 – 2014 which outlined the process through which those recommendations would be implemented. Some of them were implemented but due primarily to a lack of funds, and secondly due to disillusionment with the Project from some SC members key recommendations concerning impact and sustainability, re-energising fundraising activities and addressing SC governance issues were not fully progressed. From a number of interviews this disillusionment has grown from the impression that UN.GIFT is not an equitable partnership and that UNODC has dominated the Project.

Donor goodwill for the Project is also very limited. With one exception, the donors are at best ambivalent, and at worst hostile, to future funding for UN.GIFT. One explanation given for this position by two donors independently of each other was the fact that UN.GIFT had been given a large injection of funding at the start of the Project and that further funding wasn't needed or sought until it was too late. Donors felt that the opportunity to sustain the Project had been missed and they were now unwilling to support what is perceived as a "dying Project".

_____

[25] http://www.ungift.org/

There were difficulties in obtaining data to measure the impact of UN.GIFT toward its stated objective to "prevent trafficking in persons and reduce the number of trafficked persons worldwide". The UN.GIFT log frame does attempt to link objectives, outputs and outcomes with 'indicators' and 'means of verification' but these are not systematically collected and analysed, nor do they address the key element of measuring impact.

The roles of ICAT and UN.GIFT SC and how they can work together has still to be effectively addressed. ICAT is a 16 member AHT coordination platform and is the only other recognized mechanism for international AHT coordination. It contains all the members of the UN.GIFT SC with the exception of the OSCE. . This continuing lack of agreement between ICAT and UN.GIFT on how to co-exist and deliver a coherent, consistent message to those outside ICAT and UN.GIFT has hampered SC co-operation with some questioning the continued role of the UN.GIFT SC given that ICAT has become more active in recent years.

The evaluation uncovered that only one of the twenty six respondents to the questionnaire felt that the Project should continue in its present form. Twelve of the twenty six (46%) felt it should close either immediately or by the end of 2014 and eleven (40%) believed it should continue with renewed fundraising efforts. When the figures are further broken down it is revealed all twelve respondents that said UN.GIFT should close immediately or by the end of 2014 are UN.GIFT SC members. This tends to confirm the impression gained via the semi-structured interviews that the relationship within the SC is strained and there is a lack of appetite for continuing UN.GIFT among some key stakeholders.

As a result of these difficulties and the lack of progress in meeting certain recommendations from the May 2011 evaluation report (see Annex IV p. 52 recommendations nos. **3**, **6.2**, **8.1**, **9.1**, **9.2**, **12**, **15**, **18**, **20.1**) this evaluation concludes that the Project is now without enough funding and goodwill to be able to continue to meet its objectives. This evaluation assesses that if UN.GIFT could not move appreciably further forward after the May 2011 evaluation report in the key areas of fundraising and governance then it is unlikely – three years later with less funding and less goodwill – that UN.GIFT could re-energise itself now even under a new governance structure. The majority of the key challenges that existed in 2011 still exist today. Thus, serious consideration should be given by the UN.GIFT SC to the closure of the Project by the end of December 2014. During this closure period those aspects and initiatives of UN.GIFT that are worth continuing should be identified, alternative delivery vehicles engaged and lessons learned throughout the life cycle of the Project disseminated to the appropriate stakeholders.

IV.   RECOMMENDATIONS

The key recommendation requires UN.GIFT stakeholders to consider the future of the Project. The subsequent 'important recommendations' are not dependent upon the decision taken on the future of the Project. This evaluation argues that the 'important recommendations' should still be pursued regardless of the outcome on the future of the Project in order to learn crucial lessons from the Project. This evaluation identifies some possible areas regarding lessons learned in the relevant section of this report (see p.25).

Key Recommendation

The UN.GIFT Project polarises opinion within the different stakeholder groups. Some SC members believe UN.GIFT still has a future although the majority wish to see it close. Most donors are disinterested in funding UN.GIFT although some have done so in the past and have indicated they might do so in the future. Most NGOs and state institutions that have benefitted from the funding and support of UN.GIFT view the Project in a positive light though a few expressed reservations. This polarisation of opinion makes it difficult for UN.GIFT to function efficiently and effectively. The Project. which is now without funds, appears to have little prospect of raising funds in the immediate future and has lost the support of some SC members.

1.   UN.GIFT should convene a meeting of the appropriate stakeholders to determine the future of UN.GIFT. The conclusion of this evaluation is that strong consideration should be given to closing the Project by the end of December 2014. The final 8 months of the Project should be dedicated to:

a). Identifying which UN.GIFT initiatives are worthwhile continuing and developing.
b). Identifying alternative delivery vehicles and mechanisms for those initiatives.
c). Drawing lessons learned from the entire life cycle of the Project to help inform other AHT inter-agency co-operation Projects.

Important Recommendations

UN.GIFT is without any substantial funding and has no immediate prospects of generating new funding. There is a lack of donor interest in the Project.

2.   UN.GIFT SC to contact donors with the aim of discovering the reasons for the lack of interest. Lessons learned should be drawn and shared among the appropriate stakeholders.

Several UN.GIFT initiatives including Joint Programmes and the virtual knowledge hub (and to a lesser extent the UN.GIFT Box, the Business Leaders Award and the AHT Conference) have proven to be relatively successful.

3.   UN.GIFT to identify the true impact of these initiatives and determine the benefit of maintaining and / or developing each initiative.

The UN.GIFT brand portrays a positive image for many stakeholders, especially those external stakeholders involved in raising AHT awareness. However, for some key internal stakeholders the UN.GIFT brand image is viewed negatively.

4. UN.GIFT to establish the true worth of the UN.GIFT brand image to assist in determining if the UN.GIFT brand should continue in some format and – if so – how this could be achieved.

The implementation of the UN.GIFT Strategic Plan 2012 – 2014 appears to have stalled in some key areas, most notably fundraising activity and governance.

5. UN.GIFT SC to conduct a review to identify the specific reasons behind the failure to implement aspects of the Strategic Plan 2012 – 2014 concerned with fundraising and governance. Lessons learned should be drawn and shared among the appropriate stakeholders.

A working relationship between the UN.GIFT SC and ICAT was never practically implemented. There is still ambiguity and confusion around this relationship which in turn has led to continuing debate on the need for both entities.

6a. If UN.GIFT is to continue beyond December 2014 the working relationship between UN.GIFT SC and ICAT must be resolved. Options may include:
i) formalised through a Memorandum of Understanding that details the rules for co-operation between both entities;
ii) break the relationship in its entirety or;
iii) absorbing the SC into ICTA with an enlarged membership as necessary.

6b If UN.GIFT is to close UN.GIFT SC and ICAT should consider if ICAT can or should perform the role of UN.GIFT SC regarding operational focus and if so does ICATs terms of reference – including membership criteria – have to be altered.

Although UN.GIFT has improved the use of baseline studies, needs assessments (in particular reference to JPs) and improved the log frame it still hasn't developed a robust methodology to capture data that allows the Project to measure the impact of its activities over time.

7. UN GIFT SC to consider how multi-agency AHT Projects develop baseline studies / needs assessments and capture information to measure impact. UNODC may wish to consider involving their Research and Trend Analysis Branch in this work.

8. UNODC should conduct a review of the effectiveness of the TF decision making mechanisms for the disbursement of funds with respect to the addressing the substantive content of the funding request(s).

V. LESSONS LEARNED

Baseline studies and log frame development

There exists a need to be able to properly scope a Project or proposal for funding within a Project. This requires a full baseline study and / or needs assessment to be completed prior to the instigation of the Project or proposal. Built into this Project or proposal initiation process should be a detailed description of both how the outcomes and outputs will be measured and how the impact from those outcomes will be measured. The indicators and their means of verification as detailed in the UN.GIFT log frame help measure the outputs but not the outcomes and impact of the outcomes.

Engagement of donors from the beginning of the Project

UN.GIFT graphically demonstrates both the positive and negative aspects of working with a large initial funding pot. It allowed the Project to develop quickly and build a strong profile and brand image for tackling human trafficking on an international multi-agency platform. However, the need to engage with potential future donors right from the beginning of the Project wasn't pursued with any great vigour. As a result, when the Project was in need of further funding, very few donor relationships had been built which the Project could use to generate interest and – by extension – new funds. It is important that existing and potential donors are engaged at the beginning of the Project and kept suitably informed on the progress and development of the Project.

Multi-agency co-operation requires detailed terms of reference and standard operating procedures

When various different organizations with their own agendas, areas of responsibilities and working / administrative practices come together to from a common platform from which to work with each other there will inevitably be some difficulties in co-operation. It is important that a form of risk assessment is conducted at the beginning of the collaboration to identify potential barriers to successful co-operation and that a detailed document is produced that clearly defines roles and responsibilities, communication strategy and division of resources including time, personnel and funds.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

United Nations Global Initiative to Fight Human Trafficking (UN.GIFT)

In-Depth Evaluation

1. **BACKGROUND AND CONTEXT**

Project number:	**GLOS83**
Project title:	**Global Initiative to Fight Human Trafficking (UN.GIFT)**
Duration:	April 2007 – December 2014
Location:	Vienna
Linkages to Thematic Programme	**Theme 1: Rule of law** 1.1: Ratification and implementation of conventions and protocols 1.2: International co-operation in criminal justice matters 1.3: Criminal justice systems: more accessible, accountable and effective **Theme 2: Policy and trend analysis** 2.1: Threat and risk analysis **Theme 3: Prevention, treatment and reintegration, and alternative development** 3.1: Community-centred prevention 3.8: Assistance to victims

Executing Agency:	United Nations Office on Drugs and Crime
Total Approved Budget:	US$ **US$14,620,911**
Project Manager/Coordinator:	Ilias Chatzis

Type of evaluation (mid-term or final):	Follow-up Evaluation to the final in-depth evaluation
Time period covered by the evaluation:	January 2011 – December 2013
Geographical coverage of the evaluation:	Global
Core Learning Partners[26] (entities)	The International Labour Organisation (ILO, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Children's Fund (UNICEF), the United Nations Office on Drugs and Crime (UNODC), the International Organisation for Migration (IOM) and the Organization for Security and Co-operation in Europe (OSCE).

_____

[26] The **Core Learning Partnership (CLP)** encourages a participatory evaluation approach by allowing its members to participate in and provide feedback on key steps of the evaluation process. CLP members are the key stakeholders of the subject evaluated (project, programme, policy etc.) who have an interest in the evaluation. The CLP works closely with the Evaluation Manager to guide the evaluation process. The list of CLP members is to be found in Annex.

I.   BACKGROUND INFORMATION

A) Background

Effective action to prevent and combat trafficking in persons requires a comprehensive international approach, including measures to prevent trafficking, to protect victims of trafficking and to prosecute traffickers. The United Nations Global Initiative to Fight Human Trafficking (UN.GIFT) was designed to produce a turning point in the fight against trafficking in persons by creating awareness and momentum in order to stimulate an international campaign to stop human trafficking.

UN.GIFT aims to mobilize state and non-state actors to eradicate human trafficking by reducing both the vulnerability of potential victims and the demand for exploitation in all its forms; ensuring adequate protection and support to those who fall victim; and supporting the efficient prosecution of the criminals involved, while respecting the fundamental human rights of all persons. In carrying out its mission, UN.GIFT aims to increase the knowledge and awareness on human trafficking; promote effective rights-based responses; build capacity of state and non-state actors; and foster partnerships for joint action against human trafficking.

UN.GIFT was conceived in three phases: 1) a preparatory phase, 2) two global stocktaking events, and 3) an implementation phase. The preparatory phase foresaw a series of regional events designed to strengthen anti-trafficking networks and to generate coordinated initiatives in preparation of the first stocktaking event: The Vienna Forum to Fight Human Trafficking involving governments, inter-governmental organizations, civil society, the media, and the private sector. The second stocktaking event was originally planned for 2008.

During the implementation phase the political commitment, global network and financial resources built during the first two phases would be harnessed to drive forward a results-oriented agenda involving projects financed from a specially created fund and monitored by a follow-up evaluation mechanism.

The project is funded by the contribution from the United Arab Emirates of US$15 million and with additional contributions mobilized in the amount of US$ 1.1 million (including resources mobilized for a joint programme), raised at national, regional and international levels from government institutions and private sector contributions.

The overall goal pursued by the project was to build on and develop the capacity of stakeholders including governments, international organizations, non-governmental organizations and the private sector as intermediary entities working to prevent and combat human trafficking. The scope of work was thus limited to individual and institutional capacity development of stakeholders and to provide an enabling environment for such institutions to contribute to the prevention and reduction of the number of trafficked persons worldwide.

An in-depth mid-term independent evaluation was already carried out and published in May 2011. It found that "UN.GIFT has filled an important gap as a platform for facilitating inter-agency co-operation in anti-human trafficking efforts at the global level, within and outside the UN system". The in-depth evaluation report recommends continuing and renewing funding for UN.GIFT.

Some of the main recommendation from in-depth midterm independent evaluation in 2011 were: to develop a strategy that features both an agenda for global level inter-agency co-operation and region-specific agendas; to strengthen the regional dimension of UN.GIFT's work; to direct more technical assistance toward strengthening victim support structures; to make inter-agency co-operation an explicit objective and to develop a detailed pro-active stakeholder communication plan; to utilize lower cost events at the local level with more clearly defined deliverables; focus on multi-year projects and allow for joint fundraising by Steering Committee members etc.

UN.GIFT has taken time to mature and has had to revise its strategy to changing circumstances. The six organizations that form the Steering Committee of UN.GIFT have adopted a new Strategic Plan for the period 2012-2014 that will pave the way for future joint, innovative action against human trafficking. According to the 2012-2014 Strategy, UN.GIFT's core activities will fall within three broad and intersecting areas of work: Knowledge Management, Strategic Support and Interventions, Promoting Global Dialogue and Ensuring Inter-Agency Coordination and Co-operation.

UN.GIFT has carried out continuous consultations with Member States at the various inter-governmental bodies in order to ensure ownership and Member States' guidance in the implementation of its various activities. The role of the Steering Committee members has changed substantially throughout the implementation of UN.GIFT. The Project Document originally foresees the role of the SC as "The project steering committee will advise on the substantive implementation of the project. The Steering Committee will include the following members: UNODC, ILO, IOM, UNICEF, OHCHR and OSCE. Two meetings of the committee will be organized (4 participants, 20,000)".

UN.GIFT has involved and partnered with various civil society organizations that work at the policy and advocacy level, as well as with victim support. UN.GIFT has also opened new channels of communication with the private sector to support awareness raising efforts and provide training material on human trafficking for private sector companies.

With a broad and heterogeneous constituency, UN.GIFT has had to constantly adapt to take into account the specific needs of its partner organizations while ensuring compliance with the guidance provided by United Nations Member States.

The work of UN.GIFT has also required the involvement by all Divisions within UNODC, as the Executing Agency of the Project. The project is implemented under the Division for Treaty Affairs (DTA) and has had project components carried out by the Division for Policy Analysis and Public Affairs (DPA). The Project Management Team has also worked closely with the Division for Management (DM) for all aspects of project implementation.

Towards project completion, a final in-depth independent evaluation will be carried out in 2013 as a follow up to the previous in-depth evaluation. The purpose of the new evaluation will be to assess the extent to whether recommendations from the previous in-depth evaluation have been followed-up and taken into consideration and incorporated into new activities under the extension. A final in-depth evaluation will include and assess the relevance and achievements of the new activities that have been undertaken since the last in-depth evaluation in 2011.

B) Project Overall Objective as per original Project Document

The overall objective of the project, as defined in the original project document, is to prevent trafficking in persons and reduce the number of trafficked persons worldwide.

Immediate Project Objectives

Immediate Objective 1. To foster awareness, global commitment and action to counter human trafficking in partnership with different stakeholders including Governments, the international community, non-governmental organizations and other elements of civil society, and media.

Outputs:

Output 1:   Increased awareness on human trafficking

Output 2:   Increased political commitment and capacity of Member States and other stakeholders to counter human trafficking and implement the Trafficking Protocol

Output 3:   Mobilize resources to implement the action required to combat trafficking at the international, regional and national level

Output 4:   A Global Conference is organized to assess the global trafficking situation and to promote global action against human trafficking

Immediate Objective 2: To create and strengthen support structures for victims of trafficking

Output:

Output 5:   Increased support to victims of trafficking through NGOs and other service providers

C) Amendments or revisions of the original project document;

The Project Document has undergone eight project revisions.

a. Project Revision (04 December 2007)

The first project revision was approved on 04 December 2007 to reflect decisions 16/1 and 16/2 adopted by the Commission on Crime Prevention and Criminal Justice (CCPCJ) and to revise the senior management structure of the project.

Project outputs and results

Decision 16/1 adopted by the CCPCJ decided that the Global Initiative to Fight Human Trafficking (UN.GIFT) should be guided by Member States. The referred decision also states that the CCPCJ shall take a decision on the political aspects of the proposed event (the Vienna Forum) of UN.GIFT, with particular emphasis on its preparatory process, form and possible outcome.

The project revision also takes into account CCPCJ decision 16/2 on the Global Initiative to Fight Human Trafficking adopted on 1 August 2007. Decision 16/2 affected the following project outputs and expected results.

Output 3:   Mobilize resources to implement the action required to combat trafficking at the international, regional and national level.

▪   Activity 3.5: Establishment of a Fund to support anti-human trafficking work.

Decision 16/2 "Requests the UNODC to consult with Member States in the event of a proposal to create a trust fund for UN.GIFT".

In view of the above, the project revision determines that "in order to ensure the sustainability of anti-human trafficking activities, UN.GIFT will establish a funding mechanism through a sub-account of the CCPCJ Fund to record and manage funds committed to UN.GIFT. The sub-account would be subject to the CCPCJ Fund's governance arrangements and follow UN rules and procedures.

Output 4:   A Global Conference is organized to assess the global trafficking situation and to promote global action against human trafficking.

CCPCJ decision 16/2 decides to hold the Vienna forum from 13 to 15 February 2008 instead of the originally proposed date of November 2007. The decision also stipulates the objectives of the Vienna Forum that should be "to raise awareness, facilitate co-operation and partnerships among the various stakeholders, and avoid duplication of efforts in the fight against human trafficking, with due regard to the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children".

Project management structure

Given the increased level of reporting and oversight of UN.GIFT's implementation activities by Member States, a Senior Manager was appointed to take on full management responsibility for UN.GIFT's governance structure, corporate partnership efforts and constituency building. The Senior Manager has the responsibility to UN.GIFT's consistent achievements of its mission and objectives in carrying out the project development and implementation.

b. Project Revision (30 March 2009)

The second project revision was approved on 30 March 2009. The revision proposes a no cost extension of the duration of the project by nine months until 31 December 2009 in order to implement programmed and additional activities foreseen for 2009 and an amendment to the project execution arrangements.

The project revision takes into account Resolution 17/1 "Efforts in the fight against human trafficking" of the Commission on Crime Prevention and Criminal Justice (CCPCJ); General Assembly resolution 63/194 on "Improving the coordination of efforts against trafficking in persons"; and the decision taken by the UNODC Executive Committee (ExCom) on 21 October 2008 on the future of UN.GIFT.

The CCPCJ resolution 17/1 on "Efforts in the fight against human trafficking" requests the UNODC to continue consultations with Member States and to ensure that UN.GIFT is carried out as a technical assistance project within the mandates agreed by the relevant governing bodies and to brief Member States on the work plan of the Global Initiative, to be executed before the end of

the project, in 2009. The request was restated in the General Assembly 63rd session resolution 63/194 on "Improving the coordination of efforts against trafficking in persons".

Based on the CCPCJ resolution, a strategy on the future of UN.GIFT was presented in a paper to ExCom and endorsed on 21st October 2008. The strategy focuses on field led operations with the delivery of technical assistance as the centre of all UN.GIFT activities in the form of joint programmes designed, planned and implemented by the Steering Committee (SC) member organizations. In addition, substantial resources are allocated to support UNODC's technical co-operation activities and growth of the criminal justice and human trafficking portfolio. To meet these directives, specific activities were modified by either deleting non-feasible activities or by revising or including additional ones, as detailed in project revision work plan.

Regarding UN.GIFT's execution arrangements and to enable the project to build on its acquired knowledge and retain specialised expertise, UNODC recruited project personnel through the United Nations Office for Project Services (UNOPS). Under this arrangement, UNODC retained its functions as the executing agency for UN.GIFT and UNOPS served as Associate Agency for project implementation.

c. Project Revision (08 December 2009)

The third project revision, approved on 8 December 2009, proposes an extension of the project duration until 31 December 2010 and changes to programme outputs and activities in view of the revision of the project's strategy, agreed upon by the UN.GIFT Steering Committee members and endorsed by UNODC's Executive Committee. The project's overall and immediate objectives remained the same.

The UN.GIFT strategy proposes measures to support the full development of UN.GIFT into a United Nations multi-stakeholder initiative providing global access to expertise, knowledge and innovative partnerships to combat human trafficking. The project revision also outlines changes in project assumptions regarding resource mobilization efforts and the financing of technical assistance activities through a funding mechanism.

In order to mobilize resources from non-traditional sources, UNODC signed a co-operation agreement with the United Nations Foundation (UNF) to support resource mobilization for UN.GIFT. UNF is able to receive funds raised from contributors, including from civil society, private sector, non-governmental organizations and/or individual donors to support programmes and activities developed by UN.GIFT. UNF agreed to promote UN.GIFT through the online donate page hosted on the UNF website.

In order to promote resource mobilization for projects on the ground, the UN.GIFT Steering Committee member organizations involved in the joint programmes have started consultations with government donors in the field and will conduct round tables with traditional and non-traditional donors at headquarters to support such efforts.

While the elaboration of comprehensive joint programmes has required additional time and resources, this change in strategy will allow for a more comprehensive support to Member States and non-state actors by the SC members through a coordinated programmatic response to countries' technical assistance needs.

d. Project Revision (18 February 2010)

The purpose of the fourth project revision is to reflect changes in the project's staff structure to improve the overall management of UN.GIFT and for the development of UN.GIFT's virtual knowledge Hub. There is no substantive change to the project's overall or immediate objectives, overall budget nor in the project's duration. For a consolidated overview of project objectives, outputs and key results of the project from its inception to date, please refer to Annex II – Project Results Table.

e. Project Revision (12 August 2010)

The fifth project revision was to extend the project duration until 31 March 2012 so that all expenditure reports for the financial obligations enacted in 2010 can be received and recorded. There were no substantive changes to the project's overall or immediate objectives nor in the project budget.

f. Project Revision (11 March 2011)

The purpose of the sixth project revision was to extend the project duration until 31 June 2012 so that all expenditure reports for the financial obligations enacted in 2010 and 2011 for the Joint Programmes can be received and recorded. However no activities or allotments were envisaged in 2012 at that stage. Also, the overall budget which was initially set at USD 15,783,375 to include contingency funds is reduced to reflect the actual overall budget of USD 15,491,451.

There are three main reasons for the extension: 1) the late arrival of the last installment of USD 1,370,000 of the pledged project funds, which delayed the implementation of a number of programmed project activities, in particular the Joint Programmes. 2) to ensure a smooth transition of the project into phase II, which is currently being developed. 3) to allow for UNODC to duly process administrative financial reports in relation to the Grant Agreements issued and resources allocated to joint programmes. This is further to Project Revision approved on 12 August 2010.

This revision was initiated to enable UN.GIFT to successfully bridge the gap between the two phases, with the aim of receiving the necessary consensus on and endorsement of the Strategy by all relevant stakeholders which will then be reflected in the new project document.

In order to do so, UN.GIFT used of the existing human and financial resources at disposal. There were no substantive change to the project's objectives, outcomes and outputs nor the overall budget.

g. Project Revision (20 January 2012)

The purpose of the seventh project revision was to extend the project duration until 31 December 2012.

The reasons for the extension are the following:

- Reflect the duration of UN.GIFT Joint Programmes;

- Carry out further victim support activities;

- Continue the update and maintenance of the UN.GIFT Hub.

Furthermore, through this revision, the Overall Project Budget is reduced to USD 14,315,247 in order to reflect the revised Total Approved Budget (TAB). The TAB was decreased, through previous budget amendments, due to the transfer of funds from GLOS83 to the Joint Programmes in Serbia (SRB/X15); Rwanda (RWA/X43); and Bolivia (BOL/X45). In order to carry out this extension, UN.GIFT used of the existing human and financial resources at its disposal. There were no substantive changes to the project's objectives, outcomes and outputs nor the overall budget.

h. Project Revision (18 October 2012)

The purpose of the eighth project revision was to extend the project duration until 31 December 2014, in order to make full use of the already available funds in support of the UN.GIFT Secretariat. The support to the UN.GIFT Secretariat will ensure the sustainability of UN.GIFT and the continuation of already ongoing project activities, in line with the newly adopted UN.GIFT Strategic Plan for 2012-2014.

Furthermore, through this revision the overall project budget is increased to USD 14,620,911 to reflect the new contribution from France of US$ 19,920 in support to the Secretariat and US$ 285,777 of additional funding needed that will support UN.GIFT staff as well as future evaluation activities.

D) Project stakeholders

UN.GIFT represents an innovative concept in the work of the United Nations in combating human trafficking. It is innovative in the sense that it has made partnerships the centre of its work, working through an inter-agency Steering Committee (SC) with a wide array of stakeholders including Governments, civil society organizations, the private sector, media and the public at large. The main stakeholders of the project are therefore Government institutions, international organizations, civil society and private sector partners.

The stakeholders who will make use of the evaluation results are, in addition to UNODC as the Executing Agency of the project, the UN.GIFT Steering Committee members composed by International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Children's Fund (UNICEF), the United Nations Office on Drugs and Crime (UNODC), the Office of the High Commissioner for Human Rights (OHCHR), and the Organization for Security and Co-operation in Europe (OSCE).

Other stakeholders who have been partners in the implementation of the project, UN Member States, including non-governmental organizations and private sector entities will also be consulted as key informants for the evaluation process.

2. DISBURSEMENT HISTORY

This section includes the following table:

Overall Budget (time period)	Total Approved Budget (time period)	Year	Expenditure	Expenditure in %
$ 14,620,911	$ 14,335,167	2007	$ 3,757,325	25.91%
		2008	$ 5,187,443	35.78%
		2009	$ 1,796,066	12.39%
		2010	$ 2,703,251	18.64%
		2011	$ 493,685	3.40%
		2012	$ 215,920	1.49%
	Allotment	2013/14	$ 346,166	2.39%
			$ 14,499,857	

3. PURPOSE OF THE EVALUATION

A comprehensive evaluation of UN.GIFT was undertaken in 2010[27]. The Evaluation focussed on all aspects of UN.GIFT. Particular emphasis was placed in inter-agency co-operation and processes, with more limited attention to assessing the effectiveness of different activities in impacting on the trafficking problem. The project document of UN.GIFT and corresponding external evaluation funds allocated in the budget, as well as internal reporting requirements oblige UNODC to have the follow-up evaluation to the final in-depth evaluation (follow-up evaluation) issued by end-2013.

Some of the main recommendation from in-depth midterm independent evaluation in 2011 were: to develop a strategy that features both an agenda for global level inter-agency co-operation and region-specific agendas; to strengthen the regional dimension of UN.GIFT's work; to direct more technical assistance toward strengthening victim support structures; to make inter-agency co-operation an explicit objective and to develop a detailed pro-active stakeholder communication plan; to utilize lower cost events at the local level with more clearly defined deliverables; focus on multi-year projects and allow for joint fundraising by Steering Committee members etc.

The recommendations from in-depth midterm independent evaluation were addressed by UN.GIFT, such as developing UN.GIFT Strategy 2012-2014; improving functionality of UN.GIFT Hub; funding support to the joint programmes in Bolivia, Serbia and Rwanda; support to protection of victims' project in Albania and Austria etc.

The decision to undertake the follow-up evaluation during 2013 was initiated by the UNODC's Human Trafficking and Migrant Smuggling Section (HTMSS), which serves as a Secretariat to the Steering Committee of UN.GIFT, so as to ensure that its recommendations can feed into the decision-making on the future of UN.GIFT. With this in mind, the current in-depth evaluation will be forward-looking in nature, with an emphasis on identifying achievement within UN.GIFT that can be built on, expanded, and where appropriate replicated.

The purpose of the new evaluation will be to assess the extent to whether recommendations from the previous in-depth evaluation have been followed-up and taken into consideration and incorporated into new activities under the extension. A final in-depth evaluation will include and assess the relevance and achievements of the new activities that have been undertaken since the last in-depth evaluation in 2011.

4. SCOPE OF THE EVALUATION

Given the in-depth nature of the evaluation, and the fact that the level of available resources require a more limited scope than the previous in-depth evaluation, it is intended to focus only on selected aspects of UN.GIFT primarily, but not limited to, activities undertaken in the phase of UN.GIFT, 2011-13.

The final in-depth independent evaluation will be carried out in late 2013 and early 2014 as a follow up to the previous in-depth evaluation. The purpose of the new evaluation will be to assess the extent to whether recommendations from the previous in-depth evaluation have been followed-up and taken into consideration and incorporated into new activities under the

_____

[27] The In-Depth Evaluation Report can be found on the IEU-Website:
http://www.unodc.org/unodc/en/evaluation/in-depth-evaluations-2011.html

extension. A final in-depth evaluation will include and assess the relevance and achievements of the new activities that have been undertaken since the last in-depth evaluation in 2011.

Furthermore, the evaluation will aim to capture and disseminate new lessons learned and good/promising practices that will result into a new set of recommendations, these will feed and be followed upon the possible future merger of GLOT59 and GLOT92. Evaluation findings will be shared and presented among relevant stakeholders.

The Programme Coordinator will initiate and manage the evaluation, including drafting the terms of reference, organaizing recruitment of the evaluation team, liaising with stakeholders and supporting logistics of the field missions. The stakeholders will comment on TOR, refine evaluation questions and provide support and insights throughout the evaluation process, as applicable. The Independent Evaluation Unit (IEU) will provide quality assurance and support throughout the process, including the review and clearance of the terms of reference, evaluation methodology; selection of evaluation consultants and review of the draft and final evaluation reports.

The current project revision foresees that an amount of USD 29,200 is reserved for evaluation costs under budget line 5700. Fundraising activities will be undertaken during the project extended period in order to secure proper funding for the evaluation.

The evaluation criteria will include: the perceived effectiveness of interventions; their potential to inform future work; and the desirability of a mix of activities across sectors and regions.

Due to a limited funding for the Follow-up Evaluation, field missions will be limited to Geneva and Vienna, and if possible Serbia. The details of the proposed field missions and organizations to be interviewed will be specified in an Annex of this document which will subsequently be developed.

Evaluation findings will be shared and presented among relevant stakeholders via a webinar.[28]

5. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation criteria for the project evaluation will include relevance, effectiveness, efficiency and impact. Particular attention will be paid to partnerships, lessons learned with a focus on good practices, governance and sustainability. These will be connected to the project concept and design, the project implementation and deliverables (outputs and outcomes), and management issues.

The final in-depth evaluation will assess the extent to whether recommendations from the previous in-depth evaluation from 2011 have been followed-up and taken into consideration and incorporated into new activities under the extension. It will include and assess the relevance and achievements of the new activities that have been undertaken since the last in-depth evaluation.

Key evaluation questions will cover the following:

_____

[28] The stakeholders who will make use of the evaluation results are, in addition to UNODC as the Executing Agency of the project, the other UN.GIFT Steering Committee members (ILO, IOM, UNICEF, OHCHR, OSCE).

Relevance

1. To what extent has the programme been aligned with the mandate, overarching strategies and policies of UNODC?

2. Pending MS consultation and donor funding, should UNODC Senior Management and UN.GIFT SC continue and renew the Project, leveraging its core strengths in order to meet the substantial ongoing need for technical co-operation in the field of AHT?

2.1 Should UN.GIFT SC maintain its role in networking and technical inter-agency co-operation at the global level?

2.2 In response to growing demand, should UN.GIFT SC increase the Project's level of interagency activity at the regional or country level where such interagency coordination efforts do not exist today?

3. Should UNODC Senior Management, UN.GIFT SC and MS clarify UN.GIFT's role vis-à-vis ICAT and ensure that these entities can be of benefit to each other?Should opportunities for synergy between ICAT and UN.GIFT be identified and incorporated in their respective strategies, agendas and work plans, with appropriate input from the ICAT membership?

Effectiveness

4. What are the reasons for the achievement and non-achievement of the objectives and outcomes?

5.1 Should UN.GIFT SC continue its current agenda in terms of broad "output areas", but deliver a much more focused and better targeted set of inter-agency activities, where UN.GIFT has demonstrated success to date or is well-positioned to do so with improved execution? Should the SC prioritize activities where impact is measurable and a clear need exists for cross disciplinary, inter-agency efforts?

5.2 Should UN.GIFT SC ensure that lessons learned on UN.GIFT Joint Programmes feed back into strategic planning of future joint AHT activities?

6. Should UN.GIFT SC develop a strategy that features both an agenda for global level inter-agency co-operation, and region-specific agendas tailored to specific needs where local coordination platforms do not exist today? Should the global agenda continue:

- An ongoing forum for AHT inter-agency technical co-operation?

- Producing and disseminating multiagency AHT knowledge products, including serving as a multistakeholder AHT knowledge Hub?

- Facilitating engagement with civil society and private sector on AHT issues?

- Developing and disseminating multi-disciplinary inter-agency capacity-building tools and training programmes?

- Supporting awareness-raising campaigns, with emphasis on more targeted and measurable advocacy efforts?

- Fundraising for inter-agency technical co-operation projects, including the mobilization of resources for victim support and prevention structures?

7.1 Should UNODC incorporate lessons learned on the Global Report into future bi-annual UNODC reports on TIP (per GPA), investing in a transparent data validation process that involves consultation with a broader range of AHT agencies and stakeholders (e.g. NGOs, UN field staff), including potentially utilizing the UN.GIFT SC as part of the data validation and peer review process?

7.2 Should UN.GIFT Secretariat continue to promote the Virtual Knowledge Hub and further expand its functions and features in order to increase AHT coordination and in preparation of an expected increase of posted material and use?

8.1 Should UN.GIFT SC review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the upcoming UN Voluntary Trust Fund for Victims of Human Trafficking, called for by the GPA, and currently being established by UNODC?

8.2 Should UN.GIFT SC ensure that inter-agency technical assistance geared toward strengthening victim support structures is an integral component of global capacity-building activities and regional and national activities via Joint Programmes?

9.1 Should UN.GIFT SC ensure that fundraising for inter-agency coordination and technical co-operation projects is an integral component of the Project's next phase with an explicit role for all SC members to participate in joint fundraising.?

9.2 Should UN.GIFT Secretariat ensure that in-kind contributions are tracked and reported in a consistent manner going forward?

10.1 Should UN.GIFT SC ensure a clear logical framework with distinct and well-defined activities and detailed and measurable impact and operational performance indicators for the next phase of the Project, based on a comprehensive needs assessment?

10.2 Should UNGIFT SC and UNODC Senior Management invest resources into base-lining studies to ensure that all inter-agency activities can be properly evaluated and managed?

Efficiency

10. To what extent have the resources/inputs (expertise, staff time, funds, etc.) been converted to outputs in a timely and cost-effective manner?

11. Should UN.GIFT SC take into consideration the scepticism that accompanies high cost, high-profile events by prioritizing inter-agency activities that can be leveraged at local levels and utilizing lower cost events with more clearly defined deliverables?

12.1 Should UNODC Senior Management and UN.GIFT Secretariat establish new activity-level budget and progress tracking processes, with workarounds where needed to overcome the limitations of UNODC financial systems?

12.2 Should UN.GIFT Secretariat continue to systematically compile lessons learned?

12.3 Should UNODC Senior Management and UN.GIFT SC establish norms to systematically collect and document outcome level results data on all major activities, including feedback from end-beneficiaries, partners and participants?

Impact

13. To what extent has the UN.GIFT contributed to long-term impact and/or intermediate results for its beneficiaries, target groups, communities involved and institutions related to the programme?

14. Should UN.GIFT SC ensure that the strategy for any subsequent phases of UN.GIFT features guiding principles to inform activity prioritization (e.g. activities that cannot be implemented by any one agency independently) and realistic overall objectives tied to baselines and time-delimited and measurable performance indicators?

15.1 Should UN.GIFT SC significantly strengthen the regional dimension of UN.GIFT's work by ensuring that global interagency AHT activities and outputs are designed to be leveraged regionally/locally?

15.2 Should UN.GIFT SC consider opportunities to drive regional and country-level interagency AHT co-operation—e.g. by selecting and partly funding local focal points among existing staff of SC member organizations or holding periodic AHT round tables at regional levels where interagency coordination platforms are not in place?

Sustainability

16. To what extent are the results generated through the programme likely to be sustained after the end of UN.GIFT's activities?

17.1 Should UN.GIFT SC focus on sustainability in its forwardlooking strategy, with a focus on developing multi-year projects and ensuring that budget and staff resources for post-event activities and working groups are built-in to maintain momentum of one-time events?

17.2 Should UNODC Senior Management and UN.GIFT SC ensure that interagency co-operation is an explicit objective and is backed by sufficient resources, e.g. funding for bi-monthly SC meetings, partial funding for SC member "focal points" to ensure resourcing for coordination activities?

18. Should UN.GIFT SC strive for a more diversified donor base in a next phase of the Project and engage in joint ongoing fundraising for the Project, including clear fundraising responsibilities for all SC members?

Governance, Management and Partnerships

19. To what extent have roles and responsibilities in terms of partnerships and co-operation been clearly defined, realistically set up and fulfilled in UNODC's HIV/AIDS programme?

20. Should UN.GIFT SC and UNODC Senior Management adequately consult with MS on the next phase of UN.GIFT as well as identify more effective means of engaging MS on an ongoing basis through exploring the formation of new mechanisms (e.g. an informal advisory group with open membership, regular newsletters, feedback polls, more frequent, regularly scheduled briefings)?

21. Should UN.GIFT SC review its composition in order to broaden participation and increase external stakeholder involvement by creating an associate member track or involving official observers while maintaining an efficient decision-making structure?

22. Should UN.GIFT SC develop a detailed pro-active stakeholder communication plan on its strategy and activities, with a focus on MS and other relevant stakeholders, including SC members' AHT field staff, government officials engaged in AHT activities and stakeholders like NGOs and private sector partners engaged in AHT?

23.1 Should UNODC Senior Management continue to host UN.GIFT but with increased autonomy of the UN.GIFT Secretariat, in line with UN.GIFT's role as a multi-agency AHT platform?

23.2 Should UNODC Senior Management and UN.GIFT SC ensure the further clarification of roles and responsibilities of UN.GIFT vis-à-vis other UNODC functions engaged in AHT efforts?

6. EVALUATION METHODOLOGY

Primary sources of data will include interviews with key stakeholders (face-to-face or by telephone) and field visits as appropriate. Secondary data sources for the desk review will include the project document and its revisions, progress and monitoring reports, previous evaluation reports and policy documents. The evaluation team will validate evidence by cross-checking and triangulating different sources of information. This exercise will involve three main deliverables[29]:

1. The team will perform a desk review of existing documentation and summarize this in an inception report, which will specify the evaluation methodology (evaluation matrix) relating evaluation questions to evaluation criteria, indicators, sources of information, methods of data collection as well as include a detailed work plan.

_____

[29] All guidelines, norms, tools and templates to be used in this evaluation process are to be found on the IEU Website: http://www.unodc.org/unodc/en/evaluation/evaluation.html

2. The team will produce an evaluation report summarizing the main findings along standard evaluation criteria of the main focuses of the analysis: the Virtual Knowledge Hub and the e-learning process.

3. Organization of an on-line webinar on promising initiatives and good practices as identified through the evaluation. Steering Committee members will be invited to participate in the webinar, along with other stakeholders. The objective of the webinar will be to present and verify the evaluation findings, with particular emphasis on success stories and positive examples that could be replicated and magnified, as well as the future shape, direction, priorities of UN.GIFT.

7. TIMEFRAME AND DELIVERABLES

Expected deliverables for the evaluation

1. Inception report, including a finalized evaluation matrix specifying the evaluation methodology and determining the exact focus and scope of the exercise, including specified evaluation questions targeting specific stakeholders, and detailed work plans.

2. Draft preliminary and final evaluation reports in line with UNODC evaluation policy.

3. Preliminary and Final evaluation reports in line with UNODC norms, tools, guidelines and templates.

4. Presentation of evaluation results.

A) Management requirements

The evaluation team performing the independent in-depth evaluation should have demonstrated:

a. Experience in evaluation of international programmes/project.

b. Expert knowledge of methods and systems for independent evaluations.

c. Demonstrated commitment to quality.

d. Personnel qualifications and experience.

8. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of the two international evaluators, with one of them serving as team leader and other as a team member. The independent evaluation team will work closely with UNODC's Independent Evaluation Unit and consult with relevant sections within UNODC. The in-depth evaluation will be carried out following UNODC's evaluation standards[30]. The consultants are contracted by UNODC. The qualifications and responsibilities for each team

––––––––

[30] The evaluation handbook and all norms, tools, guidelines and templates to be used in the evaluation process can be found on the IEU-Website: http://www.unodc.org/unodc/en/evaluation/evaluation.html

The Independent Evaluation Unit (IEU) will approve the selection of the proposed Evaluation Team and liaise with evaluators. IEU will comment on the evaluation methodology and provide methodological support throughout the evaluation, as applicable, including commenting on the draft report and endorsing the quality of the final report.

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

ANNEX II.   EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Q1. Over the period of your involvement with the UN GIFT Project has your engagement with the Project

1. Greatly decreased
2. Decreased
3. Remained the same
4. Increased
5. Greatly increased

Q2. Since January 2011 how effective has the UN GIFT Project been in promoting inter-agency co-operation?

1. Very poor
2. Poor
3. Acceptable
4. Good
5. Very good

Q3. Does the UN GIFT 'brand' portray a positive image to the wider public in tackling human trafficking?

☐ Yes

☐ No

☐ Unable to judge

Q4. Tick the boxes of the UN GIFT initiatives you believe are worth continuing whether under UN GIFT or another vehicle

☐ UN GIFT Box concept

☐ UN GIFT Hub (the website)

☐ Joint Programmes

☐ Anti-Human Trafficking Conferences

☐ Other: Please specify

Q5. Should the UN GIFT Project

1. Close with immediate effect.
2. Close by the end of 2014 after any worthwhile, current UN GIFT initiatives are identified and – if possible – alternative delivery vehicles found.
3. Continue in its present form.
4. Continue with renewed efforts to fund raise and promote inter-agency co-operation through the existing governance structure.
5. Continue with renewed efforts to fund raise and promote inter-agency co-operation through an amended governance structure.
6. Other: Please specify.

UNODC and Steering Committee

Q6. Does the existence of ICAT increase or decrease the need for the UN GIFT Steering Committee?

☐ Increase

☐ Decrease

☐ Neither

Donor Community

Q6. Would you consider contributing funds to the UN GIFT Project in the future?

1. Never
2. Unlikely
3. Possibly
4. Probably
5. Definitely

Q7. Did you notice any increase in fund raising activity from Jan 2011 onward from the UN GIFT Project?

☐ Yes

☐ No

Non-Governmental Organisations

Q6. How satisfied were you with the level of support you received from the UN GIFT Project?

1. Totally unsatisfied
2. Mostly unsatisfied
3. Acceptable
4. Mostly satisfied
5. Totally satisfied

STAKEHOLDERS INTERVIEWED

Position	Organisation
Anti-trafficking Program Coordinator, Red Cross of Serbia	NGO
President of ASTRA, Anti-trafficking Action, Serbia	NGO
National Project Officer, Albania	UNODC
Chief, Human Trafficking and Migrant Smuggling Section	UNODC
Policy Coordination Officer (Team Leader), Policy and Inter-Agency Coordination Team	UNODC
Programme Officer, Department for International Cooperation, Monaco	Govt. of Monaco
Head of Dept. for Supression of Crossborder Crime and Criminal Intelligence Affairs, MoI	Govt. Rep. of Serbia
Consultant	Ex-UNODC
Advisor on Trafficking in Persons, Research and Right to Development Division	OHCHR
Senior Programme and Operations Officer, Fundamental Principles and Rights at Work Branch	ILO
Chief, Donor Relations, Justice Section, Division for Operations	UNODC
Chief, Global report on trafficking in Persons Unit, Division for Policy Analysis and Public Affairs	UNODC
Director, Centre for Human Trafficking Victims Protection, Serbia	NGO
Councellor, Permanent Mission of Austria to the United Nations (Vienna)	Govt. of Austria
Head of Office, Mission in Serbia	IOM
Regional Counter Trafficking and Assisted Voluntary Return and Reintegration Coordinator	IOM
Senior Expert, Trafficking in Persons and Migrant Exploitation	IOM
Chief, Different and Equal, Albania	NGO
Protection Unit - Durable Solutions, Legal	UNHCR
Child Protection Specialist, Justice for Children	UNICEF
Counter-Trafficking Programme Focal Point, Mission in Serbia	IOM
Minister, Head of Unit IV.4a, Multilateral cooperation drugs, crime, trafficking in persons	Govt. of Austria
Associate Programme Officer, Human Trafficking and Migrant Smuggling Section	UNODC
National Project Officer, Human trafficking, Senegal	UNODC
Project Assistant, Global Gift Programme, Bolivia	IOM
Research Officer, Trafficking in Persons Unit	UNODC
Director, ATINA, Citizens Association for Combating Trafficking	NGO

in Human Beings	
Crime Prevention Officer, Human Trafficking and Migrant Smuggling Section	UNODC
Adviser, Office of the Special Representative and Co-ordinator for Combating Trafficking in Human Beings	OSCE
Consultant, LEFO, Intervention agency concerned in female trafficking	NGO
Director, Judicial Academy	Govt. Rep. of Serbia
Co-chair of ASTRA, Anti-trafficking Action, Serbia	NGO
Head of Division, Ministry of Labour, Employment and Social Policy, Dept. for Family Support and Social Protection	Govt. Rep. of Serbia
First Secretary, Deputy Head of Mission, Serbia	Embassy of Belgium

ANNEX III.   DESK REVIEW LIST

01. Agreement
02. Narrative Report_UNICEF_21052013
03. TCBOLX52_UNICEF_2013_D2
04. UN GIFT Narrative Report Template APRIL
05. Thematic_Programme_on_organised_Crime_-_Final
06. UN_GIFT_Strategic_Plan_2012-14
07. UNODC Strategy on Human Trafficking and Migrant Smuggling
08. Info on D&E cases
09. JP-Final Document- NCC Comments
10. Annex 1 Final Report Police Labor inspectors Sep 11
11. Annex 2 IOM Counter Human Trafficking Mini Survey FINAL
12. Annex 3 Media
13. Annex 4 Human Trafficking Campaign Evaluation Study
14. Annex 5 Final Report HT workshop Oct 9 _2
15. Annex 6 1st Quarter Narrative Report (Nov- dec)
16. Annex 7 2nd Quarter Narrative Report (Jan- March)
17. Annex 8 3rd Quarter Narrative Report (April- July)
18. Final Report Counter Trafficking Outreach Activities in Refugee Camps in Rwanda
19. Final UN GIFT Narrative Report Dec 20th 2012 –pn_final
20. Financial Report
21. Annex B – JointProg_FE_report_FINAL
22. Annex C_Donors Meeting Report_31OCT2012
23. Annex D_MoI Presentation_ Ceremony 6 Nov 2012
24. Final_Narrative_Report_JP_Serbia_Jan2013
25. Backup of UN.GIFT 1st Quarter Progress report (Jan-Mar 2011)
26. Backup of UN.GIFT 1st Quarter Progress report (Jan-Mar 2011)sandra
27. GLOS83 Interim 1st Qtr 2011
28. UN.GIFT 1st Quarter Progress Report (Jan-Mar 20110
29. UN.GIFT 1st Quarter Progress Report (Jan-Mar 2011)_final
30. Backup of UN.GIFT 2nd Quarter Progress report (Apr-Jun 2011)
31. UN.GIFT 2nd Quarter Progress Report (Apr-Jun 2011)
32. Backup of UN.GIFT 3rd Quarter Progress report (Jul-Sep 2011)
33. UN.GIFT 3rd Quarter Progress report (Jul-Sep 2011)
34. UN.GIFT 2011 Q2 Q3 Q4 Progress Report (Apr-Dec 2011)
35. UN.GIFT Annual Report_FINAL2011
36. 2012 Q1 Q2 Q3 UN.GIFT Progress Report (Jan-Sep 2012)
37. 07062013 2012 Q4-2013 Q1 Q2 UN.GIFT Progress Report (Sep 2012-May 2013)
38. PROFI Annual Report based on LogFrame GLOS83_draft 20130215
39. Quarter report July-Sept2012_List of activities
40. Semi-annual report2012_FINAL
41. temp_workfile_Collection
42. UN GIFT Strategic Plan 2012-2014
43. UN.GIFT Annual Report_FINAL2011

44. UN.GIFT Joint Programming Report – FINAL DRAFT
45. PROFI Annual Report based on LogFrame GLOS83_draft 20130201
46. PROFI Annual Report based on LogFrame GLOS83_draft 20130205
47. PROFI Annual Report based on LogFrame GLOS83_draft1
48. Semi-annual report 2012_copy from Profi (not approved)
49. Semi-annual report Jan-June 2012_List of activities
50. UNGIFT_Independent Evaluation
51. 110201 project extension because of JPs
52. BANK accounts UNODC
53. Email From Simon Pearce 22 Dec 2010
54. Project extension because of JPs
55. 2011-327.1_TCGLOS83AHT
56. 2011-328.1_TCGLOS83OPS
57. 2011-576.0_TCGLOS83ITS
58. Budget for ED
59. GLOS83_2010_PSR
60. GLOS83AHT
61. Joint programme Funds
62. project budget expenditure sheet for Sandra
63. Governance Structure April 07
64. XAF-S53 Strengthening regional co-operation in Eastern Africa law enforcement authorities
65. XAMT14 – Smuggling of migrants in North Africa
66. XCE-S50 – Enhancing capacity to investigate and disrupt human trafficking activities in Western Balkans
67. CPS Clearance
68. E-mail from Simon on the extension of staff contracts
69. GLOS 83 Revision 2011 Feb 21
70. GLOS 83 Revision 2011 Mar 3
71. GLOS 83 Revision 2011 Mar 4
72. Microsoft Word – Final_Travel_Advice_and_Information_Study_Visit_Nigeria_
73. Project Budget GLOS83 Final 21 Feb 2011
74. Project Revision template FINAL 4 feb 2010
75. SPU Clearance
76. UNOPS – UNODC Agreement
77. Backup of GLOS83 Project Revision 04.02.10
78. Backup of GLOS83 Project Revision 05.02.10
79. Backup of GLOS83 Project Revision 07.07.10
80. Backup of GLOS83 Project Revision 26.01.10 draft
81. Backup of GLOS83 Project Revision Final
82. Backup of Interoffice Memorandum
83. Copy of Project Budget GLOS83
84. CPS Clearance
85. GLOS83 Project Revision 04.02.10
86. GLOS83 Project Revision 05.02.10
87. GLOS83 Project Revision 07.07.10
88. GLOS83 Project Revision 26.01.10 draft
89. GLOS83 Project Revision Final
90. Interoffice Memorandum
91. Project Budget February 2010
92. Project budget Final 2010

93. Project Budget GLOS83 Final
94. Project Budget GLOS83
95. Project Budget January 2010
96. Signed IoM
97. SPU Clearance
98. revised UNODC Prodoc Feb.2009.doc (English)2
99. Backup of Staffing composition
100. Backup of UN.GIFT team profiles
101. March 2009 – July 2010
102. Staffing Composition
103. UN.GIFT Overall Structure June 2007
104. UN.GIFT team profiles
105. UN.GIFT Team Structure August 2007 Full
106. UN.GIFT Team Structure August 2007
107. UN.GIFT Team Structure late August 2007
108. UN.GIFT Team Structure March 2008
109. UN.GIFT Team Structure October 2008
110. Backup of Combined_Branch_WP2010V2_AT-NS
111. Backup of Pillar workplan-achievements
112. Backup of UN.GIFT Project monitoring per Strategy
113. Backup of UN.GIFT Project Monitoring
114. Backup of UN.GIFT Project Work Plan per Strategy
115. Backup of UN.GIFT resources
116. Backup of UN.GIFT Workplan 2010 – Final
117. Backup of UN.GIFT Workplan 2010 – Progress report September 2010
118. Backup of UN.GIFT Workplan 2010 – Revised
119. Combined_Branch_WP2010V2_AT-NS
120. Draft UN.GIFT work plan Aug-Dec 2011
121. Draft work plan 2010
122. Pillar workplan-achievements
123. UN.GIFT Draft Strategic Plan Revised 02FEB2010
124. UN.GIFT Project Monitoring per Strategy
125. UN.GIFT Project Monitoring
126. UN.GIFT Project Work Plan per Strategy
127. UN.GIFT resources
128. UN.GIFT Work and monitoring plan 2010
129. UN.GIFT Workplan 2010 – Final
130. UN.GIFT Workplan 2010 – Progress report September 2010
131. UN.GIFT Workplan 2010 – Revised
132. Workplan monitoring costs table
133. Extension of TEMP posts HRMS
134. Salary scales jan 2011
135. Staff Table August 2010
136. Staff table January 2011
137. Staff Table Meeting with Mark Shaw
138. Staffing Plans 2011 and next phase
139. Staffing Plans 2011 FINAL
140. Staffing Plans FINAL_skc
141. Staffing Plans 2011
142. Staffing Table 2011

143. UN.GIFT current team for ED
144. UN.GIFT current team
145. UN.GIFT Procurement Plan 2010
146. UN.GIFT STAFFING TABLE
147. UN.GIFT STSFFING TABLE2
148. Draft Agenda 22nd SC Meeting
149. Draft Agenda 23rd SC Meeting
150. Draft Summary of 22nd UN.GIFT SC Meeting
151. Draft Summary of 23rd UN.GIFT SC Meeting
152. Final Agenda 22nd SC Meeting
153. Implementation Plan for In-depth Evaluation Recs FORMAT _Jan2011_template_
154. Outstanding issues for discussion
155. Revised Summary of 22nd UN.GIFT SC Meeting
156. Speaking points Mark Shaw
157. Speaking points Mark
158. 2011.12.01 – Letter of agreement amongst SC members – UNODC
159. Draft Agenda 26th SC Meeting – 25 January
160. Draft Agenda 27th SC Meeting – 23 May
161. Draft Agenda 27th SC Meeting_Annotated- 23 May
162. Draft Agenda 27th SC Meeting_Annotated- FINAL 23 May
163. Draft SC meeting minutes – 26th SC Meeting – 25 January 2012
164. Speaking points 26th SC Meetin – Candice
165. Summary of the SC Meeting May 2012
166. Detailed list of UN.GIFT activities beyond 31 March 2012
167. GIFT box London Olympics 2012_Nov 2011
168. Overview confirmed GIFT box hosts 13.12.11
169. Agenda 30th SC Meeting – April 2013
170. Summary of the SC Meeting April 2013
171. Annex VIII – Steve Chalke special Advisor
172. Financial Report Phase 1 GIFT Box – in dollars
173. GIFT box Proposal November 2012
174. Memorandum of Understanding UNGIFT EHTN
175. Mission Report NN –March 26 – 27 2013 Rio de Janerio
176. Project Brazil
177. UN.GIFT Narrative Report Phase 1 V4
178. UN.GIFT Jt Ptogramming Report – 21July2012
179. UN.GIFT MoU Annex I
180. Draft Agenda 28th SC Meeting – 27 June
181. Draft Agenda 28th SC Meeting_Annotated – 27 June
182. Draft Agenda 29th SC Meeting – October 2012
183. Draft Agenda 29th SC Meeting – October 2012_Annotated
184. Draft Minutes – GIFTbox working group – 13 Mar 2012
185. Summary of the SC Meeting June 2012

ANNEX IV.   THE RECOMMENDATIONS FROM MAY 2011 IN-DEPTH EVALUATION REPORT

Recommendations
RELEVANCE
1. Pending Member State consultation and donor funding, UN.GIFT SC and UNODC Senior Management should continue and renew UN.GIFT, leveraging the Project's core strengths in order to meet the substantial and on-going need for technical inter-agency cooperation in the field of AHT.
2.1. UN.GIFT SC should maintain its role in networking and technical inter-agency cooperation at the global level.
2.2. In response to growing demand, UN.GIFT SC should increase the Project's level of interagency activity at the regional or country level where such interagency coordination efforts do not exist today. All of these activities should be guided by an in-depth needs assessment.
3. UNODC Senior Management, UN.GIFT SC and MS should clarify UN.GIFT's role vis-à-vis ICAT and ensure that these entities can be of benefit to each other. Opportunities for synergy between ICAT and UN.GIFT should be identified and incorporated in their respective strategies, agendas and work plans, with appropriate input from the ICAT membership.
EFFECTIVENESS
4.1. UN.GIFT SC should continue its current agenda in terms of broad "output areas", but deliver a much more focused and better targeted set of inter-agency activities, where UN.GIFT has demonstrated success to date or is well-positioned to do so with improved execution. Additionally, the SC should prioritize activities where impact is measurable and a clear need exists for cross-disciplinary, inter-agency efforts.
4.2. UN.GIFT SC should ensure that the lessons learned on UN.GIFT Joint Programmes feed back into strategic planning of future joint
5. UN.GIFT SC should develop a strategy that features both an agenda for global level inter-agency cooperation, and region-specific agendas tailored to specific needs where local coordination platforms do not exist today. The global agenda should feature: - Providing an ongoing forum for AHT inter-agency technical cooperation   - Producing and disseminating multiagency AHT knowledge products, including serving as a multi-stakeholder AHT knowledge hub   - Facilitating engagement with civil society and private sector on AHT issues   - Developing and disseminating multi-disciplinary inter-agency capacity-building tools and training programmes   - Supporting awareness-raising campaigns, with emphasis on more targeted and measurable advocacy efforts   - Fundraising for inter-agency technical cooperation projects, including the mobilization of resources for victim support and prevention
6.1. UNODC should incorporate lessons learned on the Global Report into future bi-annual UNODC reports on TIP (per GPA), investing in a transparent data validation process that involves consultation with a broader range of AHT agencies and stakeholders (e.g. NGOs, UN field staff), including potentially utilizing the UN.GIFT SC as part of the data validation and peer review process.
6.2. UN.GIFT Secretariat should continue to promote the Virtual Knowledge Hub and further expand its functions and features in order to increase AHT coordination and in preparation of an expected increase of posted material and use.
7.1. UN.GIFT SC should review the results of the Small Grants Facility and ensure that lessons learned are conveyed to the management of the upcoming UN Voluntary Trust Fund for Victims of Human Trafficking, called for by the GPA, and currently being established by
7.2. UN.GIFT SC should ensure that inter-agency technical assistance geared toward strengthening victim support structures is an integral component of global capacity-building activities and regional and national activities via Joint Programmes.
8.1. UN.GIFT SC should ensure that fundraising for inter-agency coordination and technical cooperation projects is an integral component of the Project's next phase with an explicit role for all SC members to participate in joint fundraising.
8.2. UN.GIFT Secretariat should ensure that in-kind contributions are tracked and reported in a consistent manner going forward.
9.1. UN.GIFT SC should ensure a clear logical framework with distinct and well-defined activities and detailed and measurable impact and operational performance indicators for the next phase of the Project, based on a comprehensive needs assessment.
9.2. UNGIFT SC and UNODC Senior Management should invest resources into base-lining studies to ensure that all inter-agency activities can be properly evaluated and managed.

Recommendations
EFFICIENCY
10. UN.GIFT SC should take into consideration the scepticism that accompanies high cost, high-profile events by prioritizing inter-agency activities that can be leveraged at local levels and utilizing lower cost events with more clearly defined deliverables.
11.1. UNODC Senior Management and UN.GIFT Secretariat should establish new activity-level budget and progress tracking processes, with workarounds where needed to overcome the limitations of UNODC financial systems.
11.2. UN.GIFT Secretariat should continue to compile lessons learned.
11.3. UNODC Senior Management and UN.GIFT SC should establish norms to systematically collect and document outcome level results data on all major activities, including feedback from end-beneficiaries, partners and participants.
IMPACT
12. UN.GIFT SC should ensure that the strategy for any subsequent phases of UN.GIFT features guiding principles to inform activity prioritization (e.g. activities that cannot be implemented by any one agency independently) and realistic overall objectives tied to baselines and time-delimited and measurable performance indicators.
13.1. UN.GIFT SC should significantly strengthen the regional dimension of UN.GIFT's work by ensuring that global interagency AHT activities and outputs are designed to be leveraged regionally/locally.
13.2. UN.GIFT SC should consider opportunities to drive regional and country-level interagency AHT cooperation—e.g. by selecting and partly funding local focal points among existing staff of SC member organizations or holding periodic AHT round tables at regional levels where interagency coordination platforms are not in place.
SUSTAINABILITY
14.1. UN.GIFT SC should focus on sustainability in its forward-looking strategy, with a focus on developing multi-year projects and ensuring that budget and staff resources for post-event activities and working groups are built-in to maintain momentum of one-time events.
14.2. UNODC Senior Management and UN.GIFT SC should ensure that interagency cooperation is an explicit objective and is backed by sufficient resources, e.g. funding for bi-monthly SC meetings, partial funding for SC member "focal points" to ensure resourcing for coordination activities.
15. UN.GIFT SC should strive for a more diversified donor base in a next phase of the Project and engage in joint on-going fundraising for the Project, including clear fundraising responsibilities for all SC members.
GOVERNANCE, MANAGEMENT and PARTNERSHIP
16. UN.GIFT SC and UNODC Senior Management should adequately consult with MS on the next phase of UN.GIFT as well as identify more effective means of engaging MS on an on-going basis through exploring the formation of new mechanisms (e.g. an informal advisory group with open membership, regular newsletters, feedback polls, more frequent, regularly scheduled briefings).
17. UN.GIFT SC should review its composition in order to broaden participation and increase external stakeholder involvement by creating an associate member track or involving official observers while maintaining an efficient decision making structure.
18. UN.GIFT SC should develop a detailed pro-active stakeholder communication plan on its strategy and activities, with a focus on MS and other relevant stakeholders, including SC members' AHT field staff, government officials engaged in AHT activities and stakeholders like NGOs and private sector partners engaged in AHT.
19.1. UNODC Senior Management should continue to host UN.GIFT but with increased autonomy of the UN.GIFT Secretariat, in line with UN.GIFT's role as a multi-agency AHT platform.
19.2. UNODC Senior Management and UN.GIFT SC should ensure the further clarification of roles and responsibilities of UN.GIFT vis-à-vis other UNODC functions engaged in AHT efforts.
19.3. UNODC Senior Management and UN.GIFT SC should ensure separate branding of UN.GIFT and clear internal and external communication on UN.GIFT's mandate and role.
19.4. UNODC Senior Management should ensure accountability to the UN.GIFT SC and Member States through primary reporting line to the SC on work plans and prioritization, while retaining UNODC's financial responsibility and administrative relationship.
20.1. UNODC Senior Management and UN.GIFT SC should continue to increase the equity of participation in UN.GIFT through clear decision-making rules and, potentially, a rotating Steering Committee Chair.
20.2. UN.GIFT SC should put increased emphasis on leveraging existing expertise and capabilities from other SC members.
20.3. UN.GIFT Secretariat and UN.GIFT SC should maintain and sustain partnerships developed with various AHT stakeholders.