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Self-evaluation

According to IOM Monitoring and Evaluation guidelines¹, a self-evaluation is an internal evaluation done by those who are or were entrusted with the development and/or delivery of the project or program. As lessons learning is noted as one of several evaluative approaches, this document highlights the knowledge gained during 23-month implementation (September 1st, 2019, to October 30th, 2021) of the project “Strengthening capacities of State Government, civil society and private sector in Puebla to prevent, detect and assist victims of trafficking in persons, forced and child labor” financed by C&A Foundation.

This self-evaluation document the lessons learned with the aim of providing feedback and enrich the planning, design and implementation of IOM and C&A Foundation forthcoming interventions and improve the quality-of-service delivery. Moreover, these lessons could help to avoid practices that may regularly fail to produce results or other common mistakes. The following lessons have been identified by the project manager and assistant throughout a reflection process during the elaboration of the final narrative report.

Element	Lesson 1
Brief description of lesson learned	Deem the difference between private, public, and civil society level of awareness on TiP to ensure the delivery of intersectoral activities.
Context and any related preconditions	IOM believes in the importance of working hand-in-hand with actors from diverse sectors in order to implement prevention strategies and sustainable in the long term. In this sense, the project built upon the preconditions of an equal stakeholder level of engagement and participation in collaborative activities.
Targeted users/beneficiaries:	COPARMEX-CANAIVE, CSOs, Ministry of Labour in the State of Puebla (labour inspectors) and members of the Counter-trafficking Commission
Challenges /negative lessons	Each sector starting point (level of awareness, knowledge about TIP and the role to play and/or competencies in the field) was different and impacted on the activities required to level the playing field for cross-sectoral collaboration. For example, the working tables to develop a yearly workplan were organized by sector distributed in several sessions instead of carrying out a single session with the participation of members of the three sectors.
Recommendation	Organize focus groups or other participative methodology to collect inputs, identify the best strategy to reach out each sector and prepare an enabling environment for intersectoral activities.

¹ International Organization for Migration (IOM), 2020. IOM Monitoring and Evaluation Guidelines. IOM. Geneva



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Element	Lesson 2
Brief description of lesson learned	Private sector engagement requires to design differentiation strategy to approach, generate interest and foster their participation in project activities.
Context and any related preconditions	The project sought to work with the private sector in Puebla and to draw upon their resources, knowledge, experience, and possibilities of action to face the challenges of combating human trafficking, forced and child labor. In Puebla, the private sector is one of the main allies since the textile industry occupies the second place in the states GDP. Consequently, actions for the prevention, identification and eradication of labor exploitation, trafficking, and child labor should have a broader impact.
Targeted users/beneficiaries:	Apparel industry in Puebla, COPARMEX, CCE and CANAIVE associates.
Challenges /negative lessons	There was a defensive attitude and resistance to talk about TIP for labor exploitation purpose. Subsequently, the lack of interest in the field was reflected in the low response from the apparel industry in Puebla to attend to TIP trainings and involve in working activities.
Recommendation	Identify a topic of interest and related to the project field to catch up their attention and open up spaces for debate and participation. In this case, IOM adjusted training curricula and linked TIP and forced labour topics with ethical recruitment process. Besides, the existence of Mexican official standards and regulations applicable to a diverse economic activities, set the basis to showcasing the positive impact of decent work practices on productivity and their compliance with national standards.

Element	Lesson 3
Brief description of lesson learned	Analyze the feasibility of collaboration across stakeholders from different sectors and prepare accordingly.
Context and any related preconditions	IOM contemplated to generate collaborative actions, mechanisms and strategies with local members of the private, public and civil society sectors in the state of Puebla.
Targeted users/beneficiaries:	COPARMEX-CANAIVE, CSOs, Ministry of Labour in the State of Puebla (labour inspectors) and members of the Inter-agency Counter-trafficking Commission
Challenges /negative lessons	The lack of trust and previous collaboration between some organizations and institutions hinder collaborative work, specially between private sector and government.
Recommendation	It is important to identify collaboration barriers and promote, prior to any collective work, integration activities to break this inertia. In this case, the communication campaign #Manos Dignas open up a



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	collaborative space between civil society organization and private sector. But engaging private sector with government represent an existing challenge.
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Element	Lesson 4
Brief description of lesson learned	Design a differentiated strategy to target civil society organizations with specialization in the type of assistance provided to the same targeted population of the project.
Context and any related preconditions	Organized civil society has become a strategic actor globally and nationally when it comes to detection and assistance of victims and potential victims of these crimes and their assistance. IOM aimed to work with CSO staff members to improve their capacity to respond to child labor, forced labor and human trafficking.
Targeted users/beneficiaries:	Civil Society Organizations dedicated to assist TiP victims in the State of Puebla.
Challenges /negative lessons	In the case of one of the participating CSO, was an organization that provides psychological support to victims of different types of crimes. The CSO participated at the beginning of the project and developed their route of action (project product) but was not able to enforce it since their mandate was broader than assisting TIP victims.
Recommendation	When selecting civil society organizations to participate in project activities, consider the broadness or narrowness of their mandate. In this framework, design a special strategy intended to recognize their interest as well as strengthen their capacities. This type strategies could engage and ensure their participation along the project implementation period.

Element	Lesson 5
Brief description of lesson learned	Tailoring project activities according to the vision, role and interest of each actor and sector could facilitate the designed efforts to deliver additional training sessions to address particular needs.
Context and any related preconditions	The Government has the competencies to prevent, detect and assist TIP victims, therefore is under their duty. The private sector could contribute with preventive actions, and civil society organizations were the organizations to provide victims assistance. In this sense, IOM planned to deliver three training sessions, one per sector.
Targeted users/beneficiaries:	COPARMEX-CANAIVE, CSOs, Ministry of Labour in the State of Puebla (labour inspectors) and members of the Inter-agency Counter-trafficking Commission
Challenges /negative lessons	IOM organized two rounds of training sessions. The first phase, corresponding to the original project design, oriented towards the generation of specific strategies and actions within the scope of each project stakeholder. The second phase, included special sessions



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	targeting needs, realities, roles and responsibilities of public sector actors.
Recommendation	IOM tailored training sessions' curricula to each stakeholder's role and scope of action. This material set the basis to deliver additional training sessions.