



FINAL EVALUATION

“Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP) to Create a Safe and Secure Environment in Egypt”

EVALUATION REPORT

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EXECUTIVE SUMMARY

“Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCTIP&TIP) to Create a Safe and Secure Environment in Egypt” was a project funded by the European Union (EU) and implemented by the International Organisation for Migration (IOM). Its **overall objective** was to contribute to the Government of Egypt’s (GoE’s) efforts to ensure that illicit human trafficking to and through Egypt is monitored and curbed and Victims of Trafficking (VoTs) are promptly identified and assisted. Its **specific objective** was an updated National Action Plan against trafficking of human beings is effectively implemented.

The project agreement was signed between the EU and IOM on 9 December 2014, and implementation commenced in January 2015. The project was initially designed for 15 months, but due to repeated delays, it received three (3) consecutive no-cost extensions and came to conclusion on 22 December 2018.

The IOM commissioned this final evaluation to assess the relevance, effectiveness, efficiency, impact and sustainability of the project, and draw recommendations and lessons learned that can inform future programming. Its intended users are IOM management and the EU. The evaluation covers the entire project period; all project activities are included within the scope of the evaluation. It also takes into consideration the environment within which the project operated and external, influential factors that may have had an impact on the project’s progress and achievements.

The evaluation adopted a primarily qualitative approach, but was supplemented by relevant quantitative information to the extent feasible. Primary, first-hand information was collected through interviews with key informants at both the NCCTIP&PIM’s Technical Secretariat and IOM. The evaluation also drew extensively on available secondary sources of information, chief among which were project documentation. The timing of the evaluation, well after the project has come to an end, posed a number of limitations related to availability of personnel for interview and access to information – primary and secondary.

Overall, the project maintained its relevance to identified needs of the GoE. It was also clearly consistent with IOM priorities and mandate. However, it is not clear how the absence of an updated National Strategy (NS) and National Action Plan (NAP), at the time when the project was designed, was overlooked. This is an issue of design relevance that impacted negatively on the project’s efficiency and effectiveness. The project had to engage in an unforeseen lengthy and complicated process until these critical national frameworks – which would provide the foundation for all project interventions – were developed and formally endorsed. The project’s first Estimated Result also seemed to assign the NCCTIP&PIM’s Technical Secretariat with an implementation role that the Technical Secretariat is not institutionally positioned, or equipped, to perform.

The project’s experience presents a somewhat mixed picture with regards to its effectiveness. On the one hand, the project has produced a number of quality outputs and outcomes. Chief among these are the updated and formally endorsed NS and NAP (though not planned for); a well-organized and informative Study Visit to Belgium; comprehensive and largely effective trainings to scores of law enforcement officers, media professionals, and CSOs’ staff; a comprehensive and intensive awareness-raising and media campaign with clear and strong messages tailored to the target audience; and, created a conducive working environment for the NCCTIP&PIM’s Technical Secretariat through refurbishing its premises and providing the Secretariat with considerable resources.

However, the project faced numerous delays. The prolonged process of updating the NS and NAP put the project activities on hold for two (2) years. Then there was the merger of the then National Coordinating Committee on Combating Trafficking in Persons (NCCTIP) and National

Coordinating Committee on Combating and Preventing Illegal Migration (NCCPIM) into one committee hosted at the Ministry of Foreign Affairs. Security clearance processes were lengthy and cumbersome, and the outcome was not always favourable. National institutions also seem to remain sensitive to the issue of trafficking in persons. A number of project activities had to be cancelled, therefore, and despite those achievements, the project was not able to fully achieve its Estimated Results.

The project also showed an efficient utilization of financial resources and a successful strategy in synergizing and complementing interventions of other development partners and leveraging non-project resources. That being said, the expenditure on the human resources of IOM was substantial, and constituted the bulk of incurred expenditure. This may be justified by the extended implementation period of four (4) years compared with an initial plan of 15 months. It is, however, not clear what would the situation be like had the project been implemented within 15 months. Neither is it clear what would have the situation be had those there been no cancelled activities in the project's last year of operation.

Perhaps the most notable impact of the project are the updated and formally endorsed NS and NAP; both represent major contribution to the GoE's efforts in combating trafficking in persons. Other than the Training of Trainers, however, the project did not extend technical support to the NCCTIP&PIM's Secretariat to fulfil its role as may be understood from the statement of the project's first Estimated Result. The project has also imparted improved knowledge of the complex and multi-faceted issue of trafficking in persons and the current legal framework in Egypt, as well as the NS and NAP, among scores of law enforcement officers, media professionals, and CSOs' staff. The Study Visit was very informative and is reported to have contributed to the signing of the protocol for the establishment of a shelter for victims of trafficking. Strong indications are such that the awareness-raising and media campaign was quite successful and delivered effective messages specifically tailored to the needs and socio-economic-political backgrounds of the diverse array of targeted groups.

The formal endorsement of the NS and NAP has secured their sustainability. The protocol for establishing a shelter for VoTs is in itself a milestone, though it remains to be operationalized. The extent to which those trained by the project will continue to carry forward the knowledge they may have acquired through these trainings is not clear; personnel transfer is an issue to reckon with. Unintended as it may have been, the direct link and strong working relationship between NCCTIP&PIM and media outlets that resulted from training media professional continues to serve the committee's efforts in raising awareness of and publicizing the issues of trafficking in persons. However, the lack of an institutional host or anchor for the awareness-raising campaign strategy, methodology and branding casts some doubts with regards to the sustainability of the campaign. The NCCTIP&PIM's Secretariat does not seem to have the resources or capacity to carry this forward. The premises of the NCCPIT&PIM's Secretariat are in good condition. It is not clear, however, whether the Secretariat will continue to have adequate operational and maintenance budget to maintain the premises and resources.

The project did not directly work with VoTs. However, the assumption underlying the project design – that VoTs would benefit from the strengthened prevention and protection framework in the country, as a result of the project – is plausible but dependent on fulfilling this assumption. The extent to which trained CSOs' staff may have been able to benefit VoTs as a result of the training they received is not clear. The protocol to establish a shelter for VoTs is yet to be put into actual effect.

A number of recommendations are put forward for IOM's and the NCCTIP&PIM's consideration. The NCCTIP&PIM (with support from IOM if possible) is advised to conduct a mid-term review of the NAP, and update both the NAP and NS accordingly and as may be appropriate. IOM may consider additional support to the NCCTIP&PIM and its Secretariat, through a follow-on project. A

thorough contextual analysis/environmental scan as a precursor to any follow-on support to the NCCTIP&PIM and its Secretariat. IOM is also advised to define and decide on future working modalities with NCCTIP&PIM, taking well into consideration complex governance issues. Related, IOM should devise and agree upon alternative mechanism(s) to ensure security clearance of interventions is made available on time. Internally, IOM should ensure a robust and effective monitoring, evaluation, learning, and reporting system is in place, and that final evaluation of projects is conducted before a project is officially phased-out.

The overall project experience and the insights gained through this final evaluation give rise to an over-arching lesson learned that should inform future programming, or current ones to the extent feasible. That is, lack of due attention to governance issues usually has negative ramifications on a project's design, efficiency, effectiveness, and thus its potential impact.

ACRONYMS

CSO	Civil Society Organisation
DAC	Donor Assistance Committee
EU	European Union
GoE	Government of Egypt
IOM	International Organisation for Migration
ITEPA	International Training Center at the Egyptian Police Academy
FGD	Focus Group Discussion
FUE	Future University Egypt
GMFF	Global Migration Film Festival
KII	Key Informant Interview
MoFA	Ministry of Foreign Affairs
MoI	Ministry of Interior
MoIC	Ministry of International Cooperation
MoJ	Ministry of Justice
NAP	National Action Plan
NCCPIM	National Coordinating Committee on Combating and Preventing Illegal Migration
NCCPIM&TIP	National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons
NCCTIP	National Coordinating Committee on Combating Trafficking in Persons
NCSCR	National Centre for Social and Criminological Research
NS	National Strategy
OECD	Organisation for Economic Co-operation and Development
PAVE	Action to Protect and Assist Vulnerable and Exploited Migrant Workers in the Middle East and North Africa
PROTECTION	A Protection Project: Supporting governmental and non-governmental partners to protect migrants' human rights along the East African Route
OPG	Office of Prosecutor General
SPHERE	“Strengthening the Sphere of Protection for Victims of Trafficking and Vulnerable Migrants in Egypt while Preventing Irregular Migration and Human Trafficking” Project
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNGA	United Nations General Assembly
UNGCNE	United Nations Global Compact Network in Egypt
UNODG	United Nations Office for Drugs and Crime
USAID	United States Agency for International Development
VoTs	Victims of Trafficking

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EVALUATION REPORT

05 November 2019

1. INTRODUCTION

“Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP) to Create a Safe and Secure Environment in Egypt” was a project funded by the European Union (EU) and implemented by the International Organisation for Migration (IOM). The project agreement was signed between the EU and IOM on 9 December 2014, and implementation commenced in January 2015. The project was initially designed for 15 months (through March 2016), but due to repeated delays, it received three (3) consecutive no-cost extensions and came to conclusion on 22 December 2018.

In order to assess the overall achievements of the project and draw recommendations and lessons learned that can inform future programming, IOM commissioned this final evaluation of the project. The evaluation covers the entire project period; all project activities are included within the scope of the evaluation.

This Evaluation Report represents the most important deliverable of the evaluation exercise. It starts with a brief background of the project context and design. It then describes the evaluation purpose, scope, and criteria which are the basis for the evaluation framework and methodology – that is, the evaluation approach, data sources and collection, data analysis process, and the sampling framework. The timing of the evaluation resulted in a number of limitations that are also described. The report then presents verifiable findings, grouped by the evaluation criteria, on basis of which conclusions are drawn. Actionable, specific and realistic recommendations, grounded in findings and conclusions, are then presented. The report concludes with a number of lessons learned from the project’s overall experience.

2. CONTEXT AND PURPOSE OF THE EVALUATION

2.1 Context

The pre-project situation of trafficking in person in Egypt had been evolving over the years through target interventions by the Government of Egypt (GoE) and its partners, such as IOM, with the support of development partners including the EU. In 2010, the then Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) with the support of IOM and other United Nations (UN) actors commissioned the National Centre for Social and Criminological Research (NCSCR) to conduct a national study on trafficking in persons. Results of the research showed that Egypt was a source, transit and destination country for trafficking in persons. The most prevalent forms of exploitation in cases of trafficking identified by the research were: (1) transactional marriages, especially of underage girls; (2) child labour exploitation; (3) trafficking in street children; (4) sexual exploitation and prostitution; and (5) trafficking in persons for the purpose of organ trade.

While the research conducted by the NCSCR did not focus on non-Egyptian nationals trafficked through or to Egypt, the April 2010 visit of the “UN Special Rapporteur on Trafficking in Persons” highlighted the trafficking of non-Egyptian nationals for forced (domestic) labour. In this respect,

women and children were most vulnerable to trafficking and numerous cases of children were documented who had been subjected to sex trafficking, forced begging, domestic service and agricultural labour. Women and girls continued to experience temporary or ‘summer’ marriages for the purpose of sexual exploitation, prostitution and forced labour. In addition, domestic workers, primarily women from Eritrea, Ethiopia, the Philippines, South Sudan, Sri Lanka and Sudan were held in forced labour. They experienced sexual, physical and emotional abuse, their wages and documents were withheld, while their movement was restricted. Finally, instances of human trafficking and extortion of migrants attempting to reach Israel, Libya or EU countries (primarily from Eritrea, Ethiopia, Sudan and West African) continued to occur at the hands of criminal groups.

Egypt had ratified the ILO Forced Labour Convention in 1955, the Palermo Protocol on 5 March 2004, and passed Law 64/2010 on Combating Trafficking in Persons to ensure full adherence to the UN protocol. In addition, the GoE made efforts to counter human trafficking with the support of IOM and other partners. While notable achievements had been made with regards to both prevention and protection, much work still needed to be done to consolidate and ensure the sustainability of achievements made.

It was within context that the project was conceived. The **overall objective** of the project was to contribute to the GoE’s efforts to ensure that illicit human trafficking to and through Egypt is monitored and curbed and Victims of Trafficking (VoTs) are promptly identified and assisted. Its **specific objective** was an updated National Action Plan against trafficking of human beings is effectively implemented.

The project came within the framework of the EU’s programme *Support for Modernization of Administration of Justice* to contribute to its specific objective “Updating and Implementation of the National Plan of Action against trafficking in human beings as a matter of priority.” It was designed in coordination with IOM’s counterparts in the Ministry of Justice (MoJ) generally and NCCTIP specifically.

The project was also foreseen to complement two other EU-funded projects then being implemented in Egypt, namely (1) ‘*Action to Protect and Assist Vulnerable and Exploited Migrant Workers in the Middle East and North Africa*’ (PAVE); and (2) ‘*A Protection Project: Supporting governmental and non-governmental partners to protect migrants’ human rights along the East African Route*’ (PROTECTION). The project was expected to build on the achievements of both projects while ensuring maximisation of donor resources.

The primary stakeholders of the project were the members of the then NCCTIP, currently the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP). This Committee is comprised of multiple ministries and governmental institutions that work in the field of combating trafficking in persons.

The context within which the project came into actual effect, however, can only be described as fluid. At the time the project was designed, and its agreement signed, there were two national coordinating committees by virtue of Prime Ministerial Decree No. 380 of 2014 (dated March 2014) – NCCTIP, the primary stakeholder of the project, hosted at the Ministry of Justice (MoJ) and, the National Coordinating Committee on Combating and Preventing Illegal Migration (NCCPIM) hosted at the Ministry of Foreign Affairs (MoFA). MoJ was a member of the NCCPIM and MoFA, on the other hand, was a member of the NCCTIP.

Within the first year of project implementation (2015), speculations began to circulate the two committees were to be merged, fuelled perhaps by the approval of the draft anti-smuggling law. The law was finally promulgated in November 2016 with its Article 28 stating that Egypt’s efforts to

combat illegal migration and trafficking will be coordinated by a single committee. This was further cemented by a Prime Ministerial Decree (No. 192 of 2017 – dated 23 January 2017) merging the then two committees into one – the current NCCPIM&TIP, to be hosted at MoFA – as is currently the case.

This context had its ramifications on the project, as discussed in relevant section of this evaluation report.

2.2 Evaluation Purpose

This final evaluation is being conducted to assess the relevance, effectiveness, efficiency, impact and sustainability of the project. Specifically, the evaluation will assess the activities that were implemented as part of the project and whether they have contributed to the achievement of the overall objective, taking well into consideration the environment within which it operated and external, influential factors that may have had an impact on the project’s progress and achievements. While this is a final evaluation, it also has an equally important forward-looking focus; the recommendations and lessons learned emanating from the evaluation are intended to inform future counter trafficking interventions.

The evaluation is intended to serve a number of users:

- IOM management: to improve the implementation of ongoing counter trafficking activities and design effective interventions in the future;
- The project team: to document lessons learned and best practices from a completed set of activities; and
- The funding agency (the EU): to assess the effectiveness and efficiency of the project.

2.3 Evaluation Scope

The evaluation covers the entire project period, from 9 December 2014 through 22 December 2018. All project activities are included within the scope of the evaluation.

2.4 Evaluation Criteria

The final evaluation will assess the project using the Donor Assistance Committee’s (DAC) – of the Organisation for Economic Co-operation and Development (OECD) – criteria for evaluating development assistance¹. These are:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

Within the framework of these criteria, the Terms of Reference (ToR; Annex 7.1) for the evaluation listed a set of “key questions” that the evaluation was expected to answer. The ToR also listed “cross-cutting issue” as an additional evaluation criterion. While the ToR described these questions as “generic”, they did in fact provide a comprehensive framework for the evaluation. The questions are listed below, having been amended as appropriate by the Evaluator (please also refer to the Evaluation Matrix in Annex 7.2).

Relevance

- To what extent has the project responded to the needs of various priority beneficiary groups and stakeholders?

¹ Please refer to: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- Has the project adequately responded to local and national priorities?
- To what extent is the project consistent with IOM priorities and mandate?

Effectiveness

- To what extent has the project implementation fidelity been ensured? Were all project activities implemented as originally planned and in a timely manner? If not, why?
- To what extent has the project activities effectively produced quality outputs and outcomes as planned?
- Which of the project strategies were more effective and which were least effective in producing planned short and long-term results and why?

Efficiency²

- To what extent were project implementation strategies the most cost-efficient?
 - Could activities have been successfully implemented with fewer resources without compromising the quality of resultant outputs and outcomes?
 - Could cheaper alternative implementation strategies/packages have reached similar results or more?
- How successful has the project been in synergizing and complementing interventions of other national and international actors and leveraging non-project resources?

Impact

- What impact (positive and/or negative, intended or unintended) did the project have on its' beneficiaries and relevant stakeholders and what do these actors perceive to be the project's impact?
- What observed changes in attitudes, capacities and institutions etc. can be linked to the broader framework of the project's interventions?

Sustainability

- What project outputs, outcomes and benefits brought about by the projects are likely to live or continue after the project has ended?
- What potential exists for the continuation, replication or scaling up of the project's results by national partners?

Cross-cutting Issues

- How has the project addressed cross-cutting issues such as gender, human rights, and the environment?

3. EVALUATION FRAMEWORK AND METHODOLOGY

3.1 Evaluation Approach

The evaluation adopted a primarily qualitative approach, but was supplemented by relevant quantitative information to the extent feasible.

This approach is based on the nature of the project and the impact it aimed to bring out; that is, the focus on enhanced capacity to bring about change at the national level in a sustainable manner. This is reflected in the project's *Overall objective* as well as its *Specific objective* – as stated above.

²The two (2) sub-bullets under the main question were listed as separate (key) questions. Upon consideration of the intent of these questions, and in developing the Evaluation Matrix, it was evident these correspond to the same indicator and can be assessed through the same sources using the same tools.

3.2 Data Sources and Collection

Primary, first-hand information was collected through key informant interviews (KIIs) (see Sampling Framework below).

The evaluation also drew on available secondary sources of information. Chief among these were project documents, reports, and records, including periodic project progress reports, assessment reports of training events, minutes of meetings, communicate between the project and other stakeholders, available awareness-raising and media campaign materials; etc.

Structured observation of the Secretariat’s premises/offices to assess the extent to which these facilities do offer a conducive working environment could not be conducted as envisioned. The conduct of such an observation was deemed infeasible and full information on the resource support provided by the project to and renovation/refurbishment work of the Secretariat and its premises were not available.

3.3 Data Analysis

Standard, best-practiced techniques were employed to analyse qualitative data collected through KIIs and identify key findings and trends related to different evaluation criteria and questions. This was, first, carried out for each separate interview, and then across all interviews to gauge convergence and/or divergence in trends.

Throughout the analysis stage, in-depth reference was made to available secondary information (from project documents and others as was relevant) to set findings within context as well as to validate and cross-reference findings.

Conclusions were drawn on basis of these evidence-based findings and, accordingly, actionable, specific, and realistic recommendations could be put forward. The overall experience of the project, and findings, conclusions, and recommendations of the evaluation, helped identify a number of lessons learned to inform both current and future programming, for both IOM and other concerned stakeholders as may be relevant.

3.4 Sampling

Given the evaluation’s purpose, questions and approach, a *purposive sample* of key stakeholder groups was recommended in the Final Inception Report (20 September 2019). However, due to limitations beyond the control of both IOM and the Evaluator, many of those were not available for interview at the time when the evaluation was conducted (see below). The following table lists the key informants who were interviewed:

Stakeholder Group	Target	Tool
IOM	- Counter Trafficking Portfolio Manager - Programme Assistant-Counter Trafficking, Migrant Protection and Assistance Division	KIIs (Total 2)
NCCPIM&TIP	- Head of Capacity Building Unit and Training Grants - Head of Media and Communication Unit	KIIs (Total 2)

3.5 Limitations and Mitigation Strategies

The evaluation was conducted several months after the project has come to an end. This posed a particular limitation to the evaluation exercise, in a number of ways.

Firstly, project personnel/team at IOM have transferred into other positions and/or duty stations – or left IOM altogether. The latter was the case for perhaps the most important position among the project team – namely, the Project Officer who has moved on to another organisation. IOM contacted the former Project Officer who was willing to support the evaluation and sit for an interview. Unfortunately, though, the individual was out of town for an extended period of time and was not available for interview within the set timeline for the evaluation exercise.

The mitigation strategy recommended (in the Final Inception Report) could not be implemented, either. The strategy was to resort to other IOM personnel who have been involved with the project so that they may be able to stitch together as complete a picture of the project as possible. The IOM staff member most informed of the project was also out of town for an extended period of time and was not available for interview within the set timeline for the evaluation exercise.

Secondly, and similar, some counterpart representatives/beneficiaries have been transferred. This was the case for professionals most involved with and informed with the project at the Office of Prosecutor General (OPG). At the time the evaluation commenced, and interviews were being scheduled, a leadership change at the OPG led to the transfer of those professionals nominated for interview. It was deemed politically insensitive and infeasible to approach those professionals.

Additionally, the NCCTIP&PIM's Chairperson, the First Secretary, the Secretariat staff who have received the Training of Trainers (ToT), and the representative of the State Information Services who was enrolled in the Certificate for Migration Governance were not available for interview.

Thirdly, and given the time lag between the end of the project and the conduct of the evaluation, combined with the unavailability of key project team members, and despite the extensive efforts of other IOM professionals, there remained some gaps in the project documentation available. Of particular note are assessment reports of the trainings provided by the project to provide an insight on knowledge and skills participants may have acquired as a result of these trainings.

In all, and to be transparent, there are some information gaps that could not be bridged. These are noted where appropriate in the body of the report.

4. FINDINGS

4.1 Relevance

At the outset, it is important to note that when the project was conceived and its agreement signed, there were two (2) national committees – NCCPIM and NCCTIP. The latter was the primary target beneficiary of the project – and following the merger of the two committees in January 2017, the project continued to focus on “trafficking in persons” in its work with the NCCPIM&TIP.

The project's “Concept Note” (circa November 2014) described the situation in Egypt with regards to trafficking in persons as of 2010. It also made clear reference to close working relationship between the then NCCTIP – since its inception in 2010 – and IOM. Further, the “Concept Note” also noted the project was designed in consultation and collaboration with stakeholders, generally the MoJ and, specifically, the then NCCTIP.

The then NCCTIP had identified a gap in its technical and management capacities in the area of data collection and information management as well as sustainable capacity building. The NCCTIP had, thus, proposed the establishment of 1) a Documentation and Data Unit (DDU) to provide and update the committee members with information on trafficking in persons, and 2) a Training and Complaints Unit with a cadre of trainers so that the Secretariat could itself take on the task of multiplying trainings on human trafficking on an ongoing basis. A study visit, to a select European country, was also

planned for participants (members of the then NCCTIP), to benefit from knowledge exchange and increased cooperation.

It is noted, however, the “Concept Note” made no reference to a national strategy for combating trafficking in persons. The very first planned activity of the project to achieve its first Estimated Result was “A1.1) Organize two drafting workshops for NCCTIP to discuss NAP [*National Action Plan*]”.

In addition to the then NCCTIP, the project also targeted three (3) other stakeholder groups:

- a) Law Enforcement Officers: through a capacity building plan for strengthening the knowledge and skills that law enforcement professionals, including judges and prosecutors, have in order to prevent and suppress trafficking in persons, with a specific focus on the needs of VoTs;
- b) Civil Society Organizations in Egypt: through training to enhance their knowledge of the then most recent developments and planned changes to the relevant policy and legislative framework in Egypt, for them to be active partners of the NCCTIP in the implementation of the NAP; and
- c) Media professionals: to equip them with a clear and appropriate understanding of the phenomenon of trafficking in persons and the risks that it entails, given the impact of the media on public awareness and opinion.

Ultimately, at-risk communities along migratory routes and VoTs in Egypt were expected to benefit from the proposed project as the prevention and protection framework in the country would be strengthened by an increased effectiveness in the GoE’s efforts in this field.

Members of the then NCCTIP or other targeted stakeholders, however, were not available for interview to reflect on this. That being said, the key informants (n=2) of the current NCCPIM&TIP interviewed in the course of the evaluation were of the opinion the project, overall, was relevant to the needs of Egypt in combating trafficking in persons. One of the key informants indicated that combating trafficking in persons has become a top priority in the past few years, thus the project and similar ones do support Egypt’s efforts in this regard.

For the IOM, and according to a key informant at the organization, both the former United Nations Development Assistance Framework (UNDAF) and the current UN Development Partnership Framework didn’t adequately include IOM and UN efforts in counter-trafficking in persons.

However, according to this key informant, enhancing the capacities of national stakeholders is of “paramount importance” to IOM in fulfilling its mandate. Since it is the responsibility of a State to combat crimes committed within its territory – as well as cooperate with other States for cross-border crimes – IOM works closely with governments based on the latter’s own framework(s). In Egypt, specifically, the Counter-Trafficking Law (64/2010) and the National Strategy and Action Plan (2016-2021) represent the reference point for IOM’s cooperation with the GoE.

Globally, still according to the key informant, IOM’s main point of reference is the “Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime (Known as the Palermo Protocol)”;³ as well as the global framework known as the “3 P + 1” which translates the Palermo

³ <https://www.ohchr.org/en/professionalinterest/pages/protocoltraffickinginpersons.aspx>

protocol into action.⁴ “In summary, every Counter-Trafficking project, including ... [this] EU project ... must directly or indirectly contribute to the objectives of the ... [these] instruments and documents.”

This is consistent with IOM’s Strategic Focus, which clearly states: “To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and *trafficking in persons*, in particular women and children, in a manner consistent with international law.”⁵ [emphasis by the Evaluator]

4.2 Effectiveness

The project’s agreement was signed between the EU and IOM on 9 December 2014. The project was initially designed to extend over a 15-month period. It commenced implementation, as planned, in January 2015, and was thus expected to come to conclusion in December 2015.

As noted above, however, during the Inception Phase, IOM “determined” that the document the then NCCTIP had been referring to as the “National Strategy” was nothing more than the previous National Action Plan (NAP) 2011-2013 which was no longer relevant to either the realities on the ground or the priorities of GoE.

Therefore, and instead of “discussing” the NAP (as foreseen in planned activity A1.1), the project prioritised the development of an updated NS and NAP, engaging in what turned out to be a lengthy process.

The first recommendation of the first workshop (13-14 May 2015) was to assign a national expert to coordinate the development of the NS and updating the NAP. The expert prepared the first draft of the NS and submitted it to both IOM and NCCTIP in June 2015

The second workshop was convened on 30 July 2015 to discuss and provide feedback on the draft NS. The workshop was slightly delayed due to scheduling conflicts (i.e., the month of Ramadan and Eid El-Fitr holidays).⁶ However, it is reported the national expert was able to prepare and submit a second and final section of the NS in August 2015. The national expert was also working, in parallel, on an updated NAP (though, no further details are available).

It is reported that during the discussions of that second workshop, committee members – specifically, the representative of MoFA – emphasised the importance of finalizing and endorsing the NS before September 2015, when the African Union Horn of African Initiative on Preventing and Combating Migrant Smuggling and Human Trafficking conference was due to be hosted by Egypt on 13-14 September 2015.

During that first year of implementation (2015), the project also extended support to the then NCCTIP to update the National Referral Mechanism (NRM).

The project, however, faced the challenge of the committee’s leadership turn-over. In June 2015, the Head of the committee’s Technical Committee Counsellor departed, and no replacement was in place until December 2015. In late August 2015, the committee’s Chairperson was also replaced; the new management had to be acquainted with the project and the process of strategy development then underway. These changes “led to serious delays in the updating process of the NS.”⁷

⁴ <https://www.state.gov/3ps-prosecution-protection-and-prevention/>

⁵ <https://www.iom.int/mission>

⁶ 1st Interim Narrative Report

⁷ *ibid*

In response to these delays and challenges, IOM proceeded with other preparatory actions so that other activities could be implemented immediately once the NB and NAP were formally approved. These preparations included drafting bills of quantities (BoQs) for foreseen renovations of the allocated premises in MoJ for NCCTIP's secretariat as well as developing the tendering documents for contracting an information management company for establishing the Data and Documentation Unit (DDU).

Effectively, then, through the end of 2015, all project activities had to be put on hold, pending the approval of the NS and NAP – as these clearly provide the reference point and framework for all other activities.



'A 9-month no-cost extension was approved by the EU in March 2016 – the original end date of the project.'

Despite calls during the second NS drafting workshop (July 2015), and continued efforts on the part of IOM and the EU Delegation, the NS and NAP were only approved in **October 2016**. It is noted that “NCCTIP insisted on finalizing the documents internally without sharing details on the issues and elements of contention.”⁸

Further, until the end of December 2016, IOM had not received a copy of the approved version of either document. It is also noted that while the draft NS and NAP included “measurable indicators and evidence-based monitoring mechanism”.⁹ The version available to the Evaluator (in English) is void of any such provisions.

Additionally, by the end of 2016, the implementation of the NS and NAP was further pending the merger of NCCTIP with the NCCPIM as stipulated by Law 82/2016 (officially enacted in November 2016). The merger would determine under whose auspices the combined Committee would operate (e.g. Ministry of Foreign Affairs, or Justice), the new Committee's physical location as well as its leadership. Until then, the implementation of counter-trafficking activities had to remain on hold.

That is to say, through the end of 2016, all project activities remained on hold as well.



'A second 9-months addendum to the Action based on the request of NCCTIP and the approval of the new project work plan was approved by the EU Delegation.'

However, the merger of the then two committees (NCCPIM and NCCTIP) by virtue of the law (82/2016) and Prime Ministerial Decree (192/2017) led to further delays as “the Committee spent the first quarter of 2017 ... finalizing logistical arrangements”¹⁰. The Committee had to confirm the structure of its Secretariat to ensure it reflected its responsibilities. IOM supported this effort through several meetings with the Secretariat. Once the organogram was in place (June 2017), IOM proceeded with the refurbishment of the Secretariat offices. The first phase of this took place over the summer of 2017 and the second phase “commenced shortly after the Committee commenced the recruitment

⁸ 2nd Interim Narrative Report

⁹ 2nd Interim Narrative Report

¹⁰ 3rd Interim Narrative Report

process for the additional staff members in line with the organogram”,¹¹ though no end date was specified.

A key informant at the NCCTIP&PIM’s Secretariat confirmed these delays, and noted that the project was actually implemented over the span of only 15-16 months (late Fall 2017 through December 2018).

A structured, direct observation of the Secretariat’s premises was not feasible. However, the Evaluator noted the very good condition of the meeting room at the Secretariat’s where the interviews with key informants took place – furniture, lighting, air conditioning, blinds, etc. Asked about these renovations and resource supplies, a key informant at the NCCPIM&TIP asserted these have provided a conducive working environment for the Secretariat and its units.

The project commenced actual implementation of, or planning for, its long-on-hold activities, as of July 2017:

- Two (2) trainings for civil society organizations (CSOs) on 26 – 27 July and 31 July – 1 August 2017 in Cairo. A total of 41 participants (21 female, 20 male) from 32 CSOs operating in 12 governorates attended the trainings;

73% of these trainings’ participants are reported to have scored 70% on the post-test, compared with a target of 80%.¹²

- Two (2) trainings for media professionals on 16-17 August and 15-16 November 2017. A total of 37 participants (17 female, 20 male) representing 15 media institutions attended the trainings,

There is no available information on the level of improved awareness participants may have acquired as a result of these trainings. It is not clear if the “post-campaign survey” foreseen as per the relevant indicator was not conducted or if the report was not available for review.

That being said, a key informant at the NCCPIM&TIP reflected very positively on the training delivered, through the project, to media professionals, stating it increased their understanding of complex and multi-faceted issues of trafficking in persons.

- A media expert was hired to develop an awareness-raising strategy which was expected to be completed by mid-March 2018;
- Preparations for the Study Visit to Belgium were also reported to be underway during 2017;
- The project *contributed* towards the development of an information brochure for the World Day against Trafficking in Persons (30 July 2017), printed in seven (7) languages;¹³
- Preparations for the Unit for Human Trafficking and Irregular Migration Cases (formerly known as the Documentation and Data Unit - DDU) were also reported to be ongoing in 2017. The Unit, which was to be designed as a database, was to be established within the Office of General Prosecutor (OPG);

¹¹ 3rd Interim Narrative Report

¹² *ibid*

¹³ Arabic, French, English, Oromo, Tigrinya, Amharic and Somali

- IOM was also reported to be working with the Ministry of Interior (MoI) to organize trainings for other law enforcement officers.

In 2017, the project activities were expanded to cover the Committee Chairperson’s participation in the United Nations General Assembly meeting on the Global Plan of Action to Combat Trafficking in Persons (27-28 September 2017), per IOM’s request. The Chairperson’s participation in the meeting was seen to strengthen the Committee’s ability to implement the NS by showcasing international best practices.

In response to requests from the OPG, the project was also expected to contribute to the implementation of future trainings of prosecutors in Fayoum, Alexandria and Ismailia. These trainings were expected to take place in February-March 2018 period targeting 20 prosecutors in each governorate.

Also in 2017, the project activities were extended to include the participation of a representative from the State Information Services in the Certificate for Migration Governance – a joint initiative between IOM Egypt and the Center for Migration and Refugee Studies at the American University in Cairo (October 2017 through March 2018).

The trainings for civil society organizations on the National Referral Mechanism (NRM) had, however, been postponed further due to delays in reactivating the NRM.



'The 3rd no-cost extension was approved by the EU on 30 August 2017; the project was then due to end on 9 July 2018.'

During its final year of operation, through December 2018, the following project activities were implemented:

- The Training of Trainers (ToTs) targeting the Secretariat’s team, was conducted during the period 25-28 February 2018, in the Secretariat’s premises. The training initially targeted a total of eight (8) participants but only two (2) had attended the training, in full. Other Secretariat members attended only parts of the training, apparently due to other commitments. In this regard, it is noted the training “was postponed multiple times due to scheduling challenges”;¹⁴

The training report did not provide information on the change in level of knowledge and skills among participants as a result of this training.

- The counter-trafficking Study Visit to Brussels, Belgium was facilitated by IOM Egypt for 9 Egyptian officials of NCCPIM&TIP (in addition to three (3) IOM Egypt personnel) from 6 to 11 May 2018 in coordination with the IOM Country Office for Belgium and Luxembourg;
- The project *contributed* to the implementation of trainings in Alexandria on 11-12 March 2018 and Ismailia on 14-15 March 2018, for 39 prosecutors (all male as female prosecutors are only employed to cover cases of administrative violations);

¹⁴ 3rd Interim Narrative Report

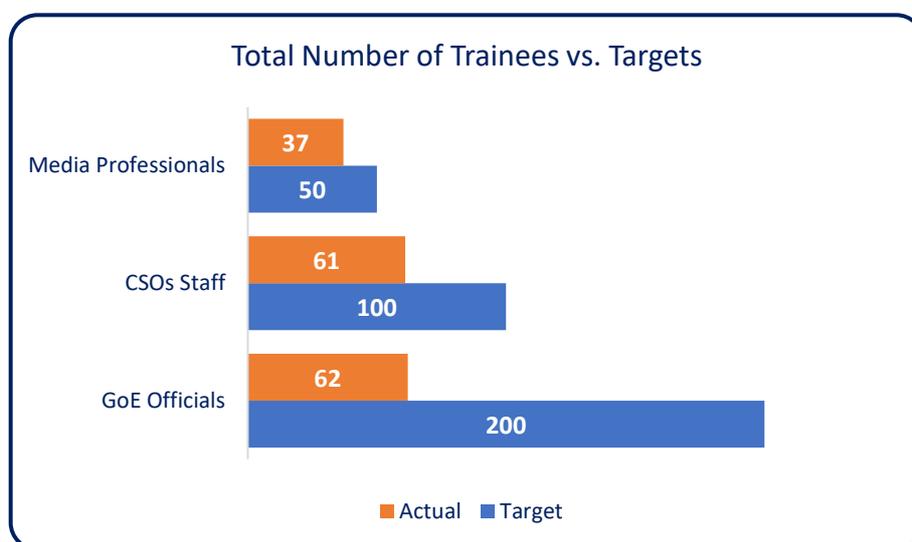
Overall, 86% of participants in these trainings scored more than 70% on the post-tests, compared with a set target of 80%.¹⁵

- In coordination with the National Centre for Judicial Studies (NCJS) and NCCPIM&TIP, the project also *covered* counter trafficking elements of a training for judges in Aswan on 21-23 November 2018. A total of 23 participants attended the training (3 female and 20 male);

Only 26% of participants in this training scored more than 70% on the post-test, compared with a set target of 80%.¹⁶

- Advanced trainings for non-governmental organizations (NGOs) were conducted on 27 – 28 November and 2 – 3 December 2018. The project funded the first training which was attended by 20 representatives from NGOs (11 females, 9 males);

Information on participants’ acquired knowledge as a result of this training is not available. The Final Narrative Report stated that 54% of CSOs’ staff trained scored 70% on the post tests. This figure is clearly accumulative to the total CSOs’ staff trained in 2017 and 2018, though.



The awareness-raising/media strategy was aligned with the National Strategy which specifically called for “information campaigns to raise awareness about the nature of the crime, its dangers and implications, and the tricks and methods of traffickers”. In line with this awareness-raising/media strategy, the year 2018 was marked by intensive project efforts in the development and dissemination of information and awareness-raising materials and participation in many events, in partnership with other development partners including UN agencies. These included:

- The development, dissemination and display of the “I Know My Right” photography exhibition at several events and venues;
- A series of awareness raising social media posts titled “Did You Know?”;
- The design and production of interactive information kits for children aged 6-12;

¹⁵ Electronic file provided by IOM; no author and no date.

¹⁶ *ibid*

- A reception at the Saladin Citadel of Cairo to mark the World Day against Trafficking in Persons and launch the Blue Heart Campaign in Egypt, in partnership the United Nations Office for Drugs and Crime (UNODC);
- The distribution of 300 postcards during the Business 4 Peace (B4P) event, organized in partnership with the United Nations Global Compact Network in Egypt (UNGCNE);
- Future University Egypt's (FUE) UN Week, in coordination with UNICEF, UN Women and UN Volunteers;
- The International Migrants Day organized by the EU Delegation; and
- Participation in the Global Migration Film Festival (GMFF).

Available information shows notable reach of counter trafficking Facebook posts (48,868) and Twitter (22,304); the period of time covered by these statistics is unclear.¹⁷

A key informant at the NCCPIM&TIP reflected very positively on the awareness-raising campaign supported by the project in its last year of implementation. They explained that trafficking in persons is an extremely complex, multi-faceted issue that touches, affects, and involves a diverse array of stakeholders. The campaign was comprehensive and delivered effective messages specifically tailored to the needs and socio-economic-political backgrounds of different groups. In their words, the campaign was “out of the box but to the point” and represented “no waste of money”. In particular, the key informant kept referring to the “Fact Sheet” as a major achievement in itself, noting that the Committee continues to disseminate it whenever the opportunity arises.

The media campaign “was out of the box but to the point”

Key informant at NCCTIP&PIM Secretariat

A key informant at IOM, who was not at the time associated with the organization, also reflected positively on the campaign which “caught” their eye and attention and informed their work at the time.

- The plan to extend counter trafficking trainings to other government officials (such as the Ministry of Interior and Administrative Control Authority) were not realized due to lengthy security clearance procedures. This “further highlights that the GoE remains sensitive about all human trafficking related activities.”¹⁸
- The project’s planned support for the Unit for Human Trafficking and Irregular Migration Cases within the OPG, had to be cancelled (following consultation with and approval of the EU Delegation) “as the Committee could not guarantee access for any non-governmental party to the data or the Unit itself.”¹⁹
- Additionally, the trainings for CSOs on the NRM could not be implemented, given “the lack of concrete steps” to address the NRM, despite IOM’s providing NCCPIM&TIP with multiple alternatives on how to take the activity forward.

¹⁷ Annex M to Final Narrative Report.

¹⁸ Final Narrative Report

¹⁹ ibid

- Similarly, two (2) additional trainings for media professionals planned for the second half of 2018 had to be cancelled, also “due to cumbersome security clearance processes”.²⁰

4.3 Efficiency

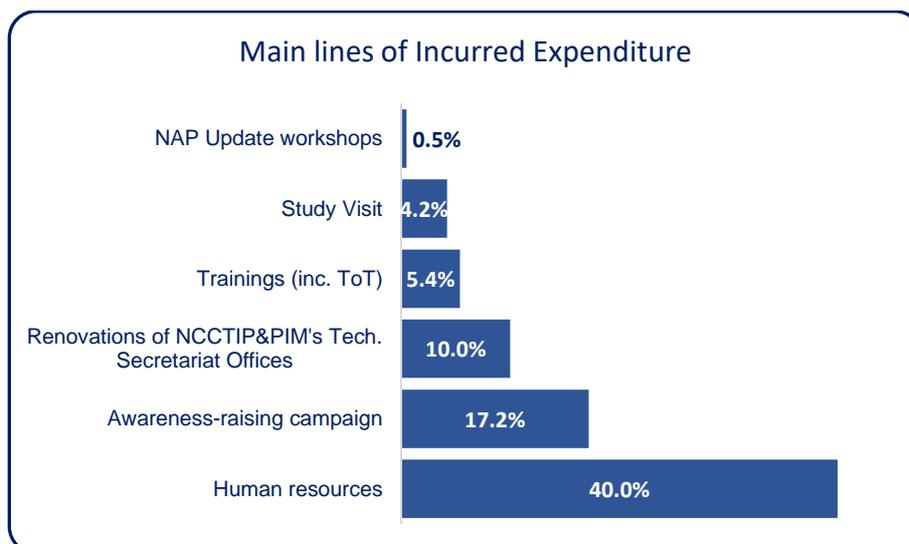
The total earmarked and approved budget for the project was Euro 500,000, for an initial implementation period of 15 months (January 2015 through March 2016). The project, as noted above, received three (3) no cost extensions, and extended over four (4) years, concluding its activities and implementation in December 2018.

The final “Financial Report” – annexed to the Final Narrative Report shows that the total “Incurred Expenditure” was Euro 496,903.94. This is a “spend rate” of 99.4%.

The following information could be drawn from this Financial Report:

1. Cost associated with the workshops to update the NAP was only Euro 2,328.78 (that is less than 0.5% total incurred expenditure);
2. Total cost of renovations, furniture and equipment to the NCCPIM&TIP’s Secretariat was Euro 50,305.37 (almost 10% of total incurred expenditure);
3. Total cost of the awareness-raising campaign (including the implementation of a post campaign survey) was Euro 85,854.48 (that is almost 17.2% of total incurred expenditure);
4. Cost of trainings (including the ToTs) was Euro 26,766.82 (that is 5.4% of total incurred expenditure);
5. Cost associated with the Study Visit to Belgium was Euro 20,849.24 (that is 4.2% of total incurred expenditure); and
6. Cost of “Human Resources” (on the part of IOM, excluding those associated with the Study Visit) was Euro 198,560.09 (that is **40%** of total incurred expenditure).

Those six (6) items together make up about 77.5% of the total incurred expenditure.



²⁰ Final Narrative Report

A surplus was made in the refurbishment of the NCCPIM&TIP – most probably due to the smaller scale of these works compared with the initial 400 square meters that were allocated early on in MoJ. This was reallocated towards the cost of the committee’s Chairperson’s participation in the UNGA on Global Plan of Action to Combat Trafficking in Persons (September 2017) and the enrolment of a representative from the State Information Services in the Certificate for Migration Governance (2017-2018).

Savings made on the ToTs, being held in the Secretariat’s then newly refurbished premises, were directed to hiring a team of qualified trainers for this training “to provide participants with a strengthened and more comprehensive ... course”²¹ and providing the NCCPIM&TIP’s library with counter-trafficking reference materials (books and other publications).²²

Savings from “furniture and equipment for DDU” and “Database Software and development for DDU” were reallocated to include two (2) additional participants to the Study Visit to Brussels (a representative of the National Council for Human Rights and one IOM staff).²³

As noted above (sub-section 4.2 – Effectiveness), the project only contributed to training in a number of instances and a number of other activities were carried out in partnership.

The two (2) NS drafting workshops of May and July 2015 were co-funded by another then ongoing EU-funded project (A Protection Project: Supporting governmental and non-governmental partners to protect migrants’ human rights along the East African Route - PROTECTION). “The cost endured under PROTECTION project constitutes 62.2% and 100% from the total cost for the first and second drafting workshops respectively; while the current project contributed 30.4% from the total cost of the first drafting workshop in addition to 7.4% provided by other sources of funding and contributed to the execution of the first workshop.”²⁴ This explains the minimal cost associated with this activity in the final Financial Report.

The capacity-building activities for NCCPIM&TIP and the trainings for the CSOs are reported to have supported the efforts to re-open the shelter for VoTs, an activity which is funded by the Government of Denmark through the project “Strengthening the Sphere of Protection for Victims of Trafficking and Vulnerable Migrants in Egypt while Preventing Irregular Migration and Human Trafficking” (SPHERE).²⁵

Other capacity-building activities, such as the trainings for CSOs and prosecutors are also reported to have been co-funded by other sources such as the United States Agency for International Development (USAID) funded project “Positive Life Alternatives for Egyptian Youth-at-Risk of Irregular Migration” and the US State Department funded project “Strengthening Governmental Efforts to Combat Human Trafficking through Increased Prosecution and Enhanced Victim Protection in Egypt”.

4.4 Impact

The timing of this evaluation has posed a notable limitation with regards to access to key informants of different stakeholder groups to collect primary information. However, it also offers the opportunity to assess the impact of the project, almost a year after it had come to an end.

²¹ IOM letter to EU dated 23 November 2017

²² IOM letter to EU dated 28 February 2018

²³ *ibid*

²⁴ 1st Interim Narrative Report

²⁵ 3rd Interim Narrative Report

At the outset, the updated and formally endorsed NS and NAP both represent a key achievement and major contribution of the project to the GoE's efforts in combating trafficking in persons – as clearly indicated by key informants at both the NCCTIP&PIM and IOM. This is despite the fact that such intense intervention in this regard was not fully planned for, and notwithstanding the financial contribution of other EU-funded projects into the cost of the updating workshops

A key informant at the NCCTIP&PIM reflected very positively on the Study Visit, describing it as “one of the best” study visits they have participated in. The Study Visit was very informative and enhanced participants' understanding and knowledge of alternative approaches and national coordination mechanisms to combating trafficking in persons. This is another key achievement of the project.

It “was one of the best Study Visits I have participated in”

Key informant at
NCCTIP&PIM
Secretariat

The two (2) key informants at the NCCPIM&TIP also spoke positively of the training provided to prosecutors, judges, media professionals, and civil society personnel. For the first time in Egypt, as they noted, these trainings were comprehensive and managed to properly tackle the complex and multi-faceted issue of trafficking in persons.

One of the key informants at NCCTIP&PIM, however, noted that other than the ToT (which only two Secretariat staff attended in full), the Secretariat have not received other capacity building support from the project. Specifically, the key informant was of the opinion the Secretariat is need of training in “Project Management” so as to be better able to manage projects and other efforts spearheaded by the NCCTIP&PIM.

A key informant at the NCCPIM&TIP reflected very positively on the awareness-raising campaign supported by the project in its last year of implementation. They explained that trafficking in persons is an extremely complex, multi-faceted issue that touches, affects, and involves a diverse array of stakeholders. The campaign was comprehensive and delivered effective messages specifically tailored to the needs and socio-economic-political backgrounds of different groups. In their words, the campaign was “out of the box but to the point” and represented “no waste of money”.

4.5 Sustainability

Similarly, the timing of this evaluation offers the opportunity to assess the sustainability of the project's outputs and outcomes, almost a year after it had come to an end.

At the outset, the updated and formally endorsed NS and NAP both remain in place and continue to provide the formal framework for Egypt's efforts in combating trafficking in persons, including cooperation between the GoE and international development partners, as clearly indicated by key informants at both the NCCTIP&PIM Secretariat and IOM.

A key informant at the NCCTIP&PIM Secretariat also spoke of the referral mechanism Belgium adopts for VoTs – knowledge the key informant acquired through the Study Visit. This acquired knowledge of referral mechanisms among the Study Visit's participants is reported to have contributed to the signing of the protocol for the establishment of a shelter for victims of trafficking was signed in October 2018.²⁶

With regards to trainings and capacity building, one of the key informants at the NCCTIP&PIM Secretariat, through their interaction with judges and prosecutors, indicated the trainings these groups received had a positive impact on their on-the-job performance. According to the key informant, the

²⁶ Final Narrative Report

number of trafficking in persons cases prosecuted has increased, and the number of VoTs who have “benefited” has also increased, as a result of enhanced understanding of the complex issue of trafficking in persons and the relevant legal framework judges and prosecutors have gained through the training they received. Another other key informant at the NCCTIP&PIM Secretariat noted the improved and more informed coverage of media outlets following the training of media professional. Unfortunately, representatives of these groups were not available for interview to independently verify this view.; nor were follow-up report by the project available for review.

With regards to the awareness-raising and media campaign, a key informant at the NCCTIP&PIM Secretariat kept referring to the “Fact Sheet” as a major achievement in itself, noting that the Committee continues to disseminate it whenever the opportunity arises. The key informant also asserted the training of media professionals has helped establish a direct link and strong working relationship between NCCTIP&PIM and media professional which continues to serve the committee’s efforts in raising awareness of and publicizing the issues of trafficking in persons.

4.6 Cross-Cutting Issues

The project design, reflected in its three (3) Estimated Results, targeted what may be described as the “wider environment” to tackling trafficking in persons in Egypt – working with the national entity in charge of coordinating national efforts, building the capacity of law enforcement officers and CSOs’ staff, and training of media professionals, all coupled with an extensive awareness-raising and media campaign. The available awareness-raising campaign materials show clear, strong messages in a gender balanced approach with an equally clear focus on children as well.

The project, however, did not work with VoTs directly; there were no activities directly targeting VoTs. That being said, the project’s “Concept Note” noted that at-risk communities along migratory routes and VoTs in Egypt were ultimately expected to benefit from the proposed project as the prevention and protection framework in the country would be strengthened by an increased effectiveness in the GoE’s efforts in this field.

The project, from its initial stages, and in addition to its efforts in building the capacity of various stakeholder groups, also aimed to update the NRM. This, clearly, would have had direct impact on VoTs. However, and as noted in various project documents, the project was unable to make any break-through in this regard. Not until October 2018, when the protocol for the establishment of a shelter for victims of trafficking was signed;²⁷ an achievement that the project attributes to the Study Visit.

The Concept Note makes clear reference to women as being among the groups most affected by trafficking in persons, but the project did not include a gender strategy, for instance, nor did it work directly with VoTs as noted above. In the trainings the project provided, representatives of different stakeholder groups were targeted based on their position and affiliation, not based on gender.

²⁷ Final Narrative Report

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Relevance

Overall, the project's planned activities appear to be relevant to then identified needs as outlined in the "Concept Note", and represented a logical and comprehensive approach working with stakeholders concerned with this complex issue – from the national coordinating entity comprising all relevant national institutions, to judiciary personnel and law enforcement officers, to civil society organizations with their direct access to the ultimate "beneficiaries" (VoTs), coupled with a direct reach to the media and an awareness-raising campaign. The project is also clearly consistent with IOM priorities and mandate.

There are, however, two critical issues to consider.

First, given consultations with stakeholders during the design of the project and the track record of working relationship between IOM and MoJ and other national stakeholders, it is not clear how the absence of an updated NS and NAP, at the time when the project was designed, was overlooked. The project's 1st Interim Narrative Report clearly stated: "Within the three-month inception phase of the project, IOM determined that the document that NCCTIP had referred to previously as a Strategy is nothing more than the previous NAP 2011-2013 which no longer reflects neither the reality of trafficking in persons in the country nor the Government's own priorities in this field."

This is an issue of design relevance – the project design overlooked, or was not informed of, a fundamental prerequisite that underpinned its entire design, which had its negative ramifications on the project's effectiveness. As noted in the project's 1st and 2nd Interim Narrative Reports covering the two years 2015 and 2016, and as discussed above, virtually all project activities had to be postponed until these NS and NAP were formally in place.

Second, is the perceived "scope" or "sphere of influence" of the then NCCTIP, as reflected in the project's first Estimated Result. That results stated: "The National Coordinating Committee for Combating and Preventing Trafficking (NCCTIP) *Secretariat and its respective units* have the resources to produce and *implement* evidence based policies" [emphasis by the Evaluator].

The Secretariat, and its respective units, may produce evidence-based policies – provided they had the necessary expertise and resources and, most important, the back-up, support, and to put it clearly the approval of national institutions members of the committee, a number of them are sovereign entities with realm, domain, and authority that transcend even line ministries. There are no indications any of these conditions were, or are, in place. From a technical perspective, the project planned activities did not address the Secretariat's or any of its respective units' policy-making capacity.

From a governance perspective, the committee – NCCTIP or NCCPIM&TIP – by definition and law, is a coordinating entity. It is not an integral element of the executive authority, and its "sphere of influence" on other member institutions may indeed be limited.

In this regard, it is perhaps worth noting that a number of planned activities were delayed, and a few were cancelled, due to lengthy security clearance processes – and, at times, inability to obtain such clearance. What is interesting is that virtually all the institutions concerned with this security clearance are members of and represented on the NCCPIM&TIP. It is not clear how or why the committee was unable to facilitate this process.

Effectiveness

The project was not implemented as originally planned. It extended over four (4) years, compared with the initial timeframe of 15 months. A number of activities were delayed, or cancelled altogether. To mention but a few examples, the approval of the updated NS and NAP took well over a year; agreed upon trainings with stakeholders (e.g., MoI) were cancelled, sometimes at the last minute; the establishment of a Unit for Human Trafficking and Irregular Migration Cases at the OPG was cancelled due to concerns with regards to access to data; and, the project could not make any break through with regards to the NRM, which itself led to the cancellation of further training of CSOs. Security clearance, or rather the lack of, and sensitivity of the trafficking in persons – combined – may be the primary reasons behind these delays.

However, it is important to note that overlooking the absence of an updated NS and NAP at the outset of the project is a fundamental issue that has led to the project being effectively on hold for well over two (2) years. That being said, it is also important to note the rather fluid context within which the project had to operate during those two (2) years with regards to the set-up and hosting institution of the committee.

These are a number of indications that critical governance issues and dynamics did not receive due attention, both in the design and implementation of the project.

The draft NS was submitted to the then NCCTIP in August 2015. Committee members, especially the representative of MoFA, called for the NS to be finalized and approved before mid-September 2015. This can only be described as an unrealistic expectation. A national strategy, especially tackling such a sensitive and complex issue as trafficking in persons and involving such a multitude of national stakeholders, can almost never be “formally endorsed” within the span of few weeks. It is not clear how it was put forward by a representative of national institution.

Further, the NS for combating trafficking in persons was only approved in October 2016 “swiftly following the adoption by the National Coordinating Committee on Preventing and Combating Illegal Migration (NCCPIM) of the 2016-2026 “National Strategy on Combating Illegal Migration”, as well as Egypt’s new “Illegal Migration and Anti-Smuggling” Law 82/2016.”²⁸

It is also noted the NCCTIP “insisted on finalizing the documents internally without sharing details on the issues and elements of contention.”²⁹ This serves to further highlight the complexity and sensitivity of the issue to the point that even a long-term and trusted partner such as IOM was not consulted in the finalization of a document it invested heavily in developing – and that falls squarely within the mandate and expertise of IOM.

The issue of security clearance, or rather the lack of, which led to the delay and cancellation of a number of project activities is also important to note. The NCCTIP&PIM comprises virtually all national institutions concerned with such clearance. It is not clear, then, how and why project activities did not receive required clearance on time. Whether this is an issue of internal dynamics within the NCCTIP&PIM, or a matter of certain institution’s stance and preferred mode of communication, or both, is not at all clear. That being said, and as indicated by a number of key informants at both the NCCTIP&PIM Secretariat and IOM and stated in project documents, the issue of trafficking in persons remains sensitive to certain national institutions – and represents a matter of national security to others. This may explain the prolonged clearance process, at times, or the unfavourable outcome, other times, as these institutions grapple with the issue.

²⁸ 2nd Interim Narrative Report

²⁹ *ibid*

Delayed as it may have been, the project refurbished and equipped the NCCPIM&TIP's premises and provided its Secretariat and Units with resource support that, according to a key informant at the Secretariat, created a conducive working environment. A ToT was also extended to the Secretariat, but only two (2) staff members attended it in full.

Key informants at the NCCPIM&TIP's Secretariat reflected positively on the Study Visit, and it is reported to have contributed to the signing of the protocol for the establishment of a shelter for victims of trafficking was signed in October 2018.³⁰ Notwithstanding this positive feedback, it is noted the Study Visit was initially planned to inform the update of the NS and NAP, but was actually conducted well after these two (2) documents were formally endorsed.

The project extended its support to cover the participation of the NCCPIM&TIP Chairperson's participation in the UNGA (2017) and the enrollment of a representative of the State Information Services in the Certificate for Migration Governance (2017-2018). The outcome of these activities could not be assessed, though.

Other than that, the project did not fully address the substance of its first Estimated Result ("The NCCTIP Secretariat and its respective units have the resources to produce and implement evidence-based policies"). This may well be a design issue – as noted above under Relevance; the Secretariat and its units, by virtue of law, do not have execution powers to implement policies. It may facilitate, or perhaps even take the lead on, the NCCTIP&PIM's efforts in producing evidence-based policies or plans within the framework of the NS and NAP. It should take the lead on monitoring the progress of the NAP – which serves evidence-based policy making. While there are governance issues to consider here, it is noted the project did not plan for activities that address the Secretariat's expected role, as may be understood from the Estimated Result.

Security clearance and sensitivity to the issue of trafficking in persons, separately or combined, led to a number of trainings not being implemented as planned. The project, therefore, fell short of its set target for the number of stakeholder groups' staff to be trained, especially law enforcement officers, but also CSOs' staff and media professionals. The level of acquired knowledge among participants as a result of these trainings varied, as may be well expected. It is noted, though, the CSOs' staff were the group where this level was the lowest, compared with the set target. Training reports are not available to shed light in this regard.

A key informant at the NCCTIP&PIM's Secretariat reflected very positively on the awareness-raising and media campaign supported by the project in its last year of implementation. The available campaign materials show clear and strong messages in a graphically appealing manner. Available information on the performance of the social media campaign indicate a good level of performance. However, the report on post campaign survey was not available for review to provide additional insights.

It is also noted the initial design of the project planned for the following activity: "3.1: Identify a partner to establish an awareness raising campaign strategy, methodology and branding".³¹ There are no available information on efforts or progress made in this regard.

In sum, the project's performance and storyline present a somewhat mixed picture with regards to its effectiveness. On the one hand, the project has produced a number of quality outputs and outcomes, but on the other hand, it did not fully achieve its Estimated Results.

³⁰ Final Narrative Report

³¹ Concept Note (circa November 2014)

Efficiency

Overall, project records show an efficient utilization of financial resources and a successful strategy in synergizing and complementing interventions of other development partners and leveraging non-project resources. For instance, and as noted above, the cost incurred by the project towards the update of the NS and NAP amounted only to less than 0.5% of its total incurred expenditure. The bulk of the cost of these workshops was covered by other than ongoing EU-funded projects. Overall, and most probably due to synergies with other development partners, the cost of all trainings supported by the project are somewhat minimal (about 5.4% of total incurred expenditure). Similarly, the total cost of the extensive awareness-raising and media campaign, including the development, production, and dissemination of materials (almost 17.2% of total incurred expenditure) is believed to be reasonable.

That being said, the expenditure of nearly 40% of the total budget of the project on the human resources of the implementing agency is clearly a substantial amount. This may well be justified by the prolonged period of implementation; rather than 15 months, as initially planned, the project implementation extended over four years. Had the project been implemented within the foreseen period (15 months), this cost would have amounted to something in the region of 12% - 15%, which would have been well within known norms.

On the other hand, should the project have been implemented within the initial timeframe, would that have led to a rather substantial surplus – the difference between 40% and, say, 15%? Or, would the project have not been as active as it was in leveraging non-project resources? Or, was the initial budget unrealistic?

Conversely, had those activities that were cancelled, for varying reasons, been approved and had to be implemented in the last year of the project (2018), the project may have indeed faced a rather serious situation.

Impact

Despite the challenges and prolonged delays the project faced, strong indications are such that it has achieved progress towards its overall objective of contributing to the GoE's efforts in combating trafficking in persons.

At the outset, the updated and formally endorsed NS and NAP both represent a key achievement and major contribution of the project to the GoE's efforts in combating trafficking in persons. The importance of these documents can't perhaps be overstated. This is despite the fact that such intense intervention in this regard was not fully planned for, and notwithstanding the financial contribution of other EU-funded projects into the cost of the updating workshops

However, the fact that the NAP is apparently void of any provisions for its systematic monitoring and evaluation should not be overlooked – even though this is clearly something that was beyond the realm of the project.

The project has also imparted improved knowledge of the complex and multi-faceted issue of trafficking in persons and the current legal framework in Egypt, as well as the NS and NAP, among scores of law enforcement officers, media professionals, and CSOs' staff, which is said to have led to more cases being prosecuted and more VoTs benefiting. The level of improvement in knowledge has varied, however, among different groups. The level of increase in number of cases and number of VoTs benefiting, and the extent to which this can be attributed to the training, both could not be assessed.

The Study Visit was very informative and enhanced participants' understanding and knowledge of alternative approaches and national coordination mechanisms to combating trafficking in persons. This is another key achievement of the project that is reported to have contributed to the signing of the protocol for the establishment of a shelter for victims of trafficking.

Other than the ToT (which only two (2) Secretariat staff attended in full), the project did not extend technical support to the Secretariat to fulfil its role as may be understood from the statement of the project's first Estimated Result (to produce and implement evidence-based policies).

Strong indications are such that the awareness-raising and media campaign supported by the project in its last year of implementation was quite successful and delivered effective messages specifically tailored to the needs and socio-economic-political backgrounds of the diverse array of targeted groups.

Sustainability

At the outset, the updated and formally endorsed NS and NAP both remain in place and continue to provide the formal framework for Egypt's efforts in combating trafficking in persons.

The protocol for establishing a shelter for VoTs, signed in October 2018, is itself a milestone – perhaps even a testimony to the project's persistent efforts despite unsuccessful earlier attempts with regards to the NRM. How, when, and where this shelter will be established, and what services and of what quality it will offer to VoTs, and other questions perhaps, all remain to be seen.

The extent to which those trained by the project will continue to carry forward the knowledge they may have acquired through these trainings is not clear. This may be a factor of personal preference, but it is perhaps more dependent on an enabling and conducive environment. Personnel transfer is not uncommon within government departments, or even media outlets, and there are no guarantees those trained by the project will continue to work on the same or a related portfolio to put their knowledge into practice.

Unintended as it may have been, the direct link and strong working relationship between NCCTIP&PIM and media outlets that resulted from training media professional continues to serve the committee's efforts in raising awareness of and publicizing the issues of trafficking in persons.

However, the lack of an institutional host or anchor for the awareness-raising campaign strategy, methodology and branding casts some doubts with regards to the sustainability of the campaign. While this is in line with and serves the objectives of the NS, and falls within the realm of the NCCTIP&PIM, the Secretariat does not seem to have the resources or capacity to carry this forward.

Lastly, the premises of the NCCPIT&PIM's Secretariat appeared in good condition more than a year after renovation and refurbishment. It is not clear, however, whether the Secretariat will continue to have adequate operational and maintenance budget to maintain the premises and resources in such a good condition.

Cross-Cutting Issues

The project did not directly work with VoTs. However, the assumption underlying the project design – that VoTs would benefit from the strengthened prevention and protection framework in the country, as a result of the project – is plausible but dependent on fulfilling this assumption. The extent to which trained CSOs' staff may have been able to benefit VoTs as a result of the training they received is not clear. The protocol to establish a shelter for VoTs, signed in October 2018, is an important first step in reaching out directly to VoTs. However, there is perhaps still more to be achieved in this regard, most notably perhaps is the NRM.

5.2 Recommendations

On basis of the findings presented in this report and the conclusions derived from these findings, the following recommendations are put forward for the consideration of both IOM and the NCCTIP&PIM. These recommendations are inter-related and complementary to each other and should be reviewed and considered as such.

- *For the NCCTIP&PIM (with support from IOM if possible): Conduct a mid-term review of the NAP, and update both the NAP and NS accordingly and as may be appropriate.*

The NAP has been in effect for three (3) years. In keeping with standard practice, and to accommodate for any changes in context, needs, and priorities, a mid-term evaluation of the NAP is strongly recommended. The findings of this mid-term review should inform the update of the NS and NAP, as may be appropriate. This review is better be conducted by external, experienced evaluator(s); previous so-called evaluation efforts by the then NCCTIP are no more than a monitoring exercise comparing achievements vis-à-vis set targets for output indicators.

- *For IOM: Consider additional support to the NCCTIP&PIM and its Secretariat, through a follow-on project*

IOM is encouraged to consider extending additional support to the NCCTIP&PIM and its Secretariat, perhaps as a follow-on to this project. This should be well informed by the findings of the mid-term review of the NAP – or perhaps the mid-term review is built into the “new” project. In such case, this “new” project should be adequately robust and flexible in design to respond to the priorities and needs that may arise from the mid-term review. The timeline for this additional support – if and when decided upon – has to be realistic and should be informed by the experience of the project that is the subject of this evaluation exercise. It is crucial, in this “new” project to differentiate between the NCCTIP&PIM as an entity comprising a multitude of national organizations and the *Technical Secretariat* to the committee. Expected results, and accordingly interventions and activities, of this follow-on support have to align with established roles and responsibilities of all concerned stakeholders.

- *For IOM: Conduct a thorough contextual analysis/ environmental scan as a precursor to any follow-on support to the NCCTIP&PIM and its Secretariat*

This can be within the scope of the mid-term review, or it can be a separate effort. Similar to the experience of this project, all ongoing or anticipated efforts by national and international partners should be identified and prospects for synergy are explored. Conversely, any factors, risks, and assumptions that would influence the design and implementation of this follow-on support have to be fully accounted for.

- *For IOM: Define and decide on future working modalities with NCCTIP&PIM*

Due diligence and consideration of governance issues and dynamics governing and underpinning the performance of the NCCTIP&PIM and its Technical Secretariat should inform the design of any follow-on support. This, preferably, should be carried out (in a politically appropriate and sensitive manner) in consultation with the NCCTIP&PIM's Technical Secretariat and its individual member institutions. The purpose is not and cannot be even expected to intervene in any way in governance issues, but rather to ensure a thorough understanding of these issues and dynamics. The ultimate aim is for IOM and the NCCTIP&PIM (as an entity and individual member institutions) to arrive at an agreed upon formula, working relationship, and communication channels that would facilitate the implementation of any follow-on support to NCCTIP&PIM that IOM may consider.

- *For IOM: Devise and agree upon alternative mechanism(s) to ensure security clearance of interventions is made available on time*

This, clearly, has to be in consultation with the NCCTIP&PIM – comprising virtually all national institutions with a stake in security clearance. As such, it may be linked to the discussion of working modalities between the NCCTIP&PIM and IOM. It also has its ramifications on the design of any follow-on support IOM may extend to the NCCTIP&PIM, and contingency measures are better built into that design, to the extent feasible.

- *For IOM: Ensure a robust and effective monitoring, evaluation, learning, and reporting system is in place*

An effective monitoring, evaluation, learning, and reporting system should be an integral, well-maintained component of any project. The importance of regular monitoring and trend-analysis cannot be over-stated. This is perhaps more so in a project that aims to enhance the capacity of stakeholders – individuals or institutions. Continuous assessment of training outcome and, most important, follow up on participants in their workplace to assess application of skills should aim to create a learning environment within the project to ensure the quality of ongoing project interventions, thus increasing the project's effectiveness and potential of achieving intended results. It also contributes to the institutional memory of not only the implementing agency, but concerned stakeholders as well.

- *For IOM: Ensure final evaluation of projects is conducted before a project is officially phased-out*

The common standard is that the final evaluation of a project is conducted within the last few months of the that project; when both the project team and access to project documentation are still available. Although this may not always be feasible, the downside is that the longer it is between the conclusion of a project and the commissioning of its final evaluation the more challenging it may become to gain access to project team and vital primary and secondary information. This usually has its negative ramifications on the final evaluation.

6. LESSONS LEARNED

The overall project experience and the insights gained through this final evaluation give rise to an over-arching lesson learned that should inform future programming, or current ones to the extent feasible:

- *Lack of due attention to governance issues usually has negative ramifications on a project's design, efficiency, effectiveness, and thus its potential impact*

This is particularly so in a highly centralised country such as Egypt, when addressing a complex and sensitive issue such as trafficking in persons, and working with a multitude of national institutions many of which are sovereign with realms transcending even line ministries. Governance issues become even more complex, and subtle, when a new “tier” – with limited or no executive powers – is introduced into the system. Due diligence and attention should always be paid to such issues, from the very initial stage of project design and all the way throughout implementation. Failure to do so may lead to irrelevant designs, delayed implementation thus negatively impacting efficiency and effectiveness, which would in turn undermine the potential for sustainable impact. It may jeopardise the working relationship between a development partner and national counterparts. Development partners should be consider these issues carefully and strike a politically correct balance between being proactive and reactive when working with concerned stakeholders. Direct, one-on-one consultations with key informants are usually the best approach to discussing such issues.

7. ANNEXES

7.1. Evaluation Terms of Reference



International Organization for Migration (IOM)
The UN Migration Agency

Call for CV / Expression of Interest

Assignment Title : **Evaluator**
Duty Station : **IOM Cairo, Egypt**
Type of Appointment : **Consultancy Contract**
Estimated Start Date : **As soon as possible**
Closing Date : **20 May 2019**
Reference number : **CFCV/2019/02**

Established in 1951, IOM is a Related Organization of the United Nations, and as the leading UN agency in the field of migration, works closely with governmental, intergovernmental and non-governmental partners. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

Background Information

Final Evaluation for the Project “Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP) to Create a Safe and Secure Environment in Egypt”

Evaluation context

As reported by the 2018 Trafficking in Persons report by the U.S. State Department, Egypt is a source, transit, and destination country of trafficking. Following the Government of Egypt’s approval of the 2016-2021 National Strategy for Combating and Preventing Trafficking in Persons in October 2016, the National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons, NCCPIM&TIP, has been responsible for planning and coordinating the implementation of the new Strategy, which represents a significant milestone in the Government’s efforts to tackle the crime.

The evaluation will cover the IOM-implemented, EU-funded project titled “Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons to create a safe and secure environment in Egypt”. The **overall objective** of the project was to contribute to the GoE efforts to ensure that illicit human trafficking to and through Egypt is monitored and curbed and victims of trafficking are promptly identified and assisted. The project’s **specific objective was:** an updated National Action Plan against trafficking of human beings is effectively implemented.

The primary stakeholders of the project were the **members of the National Coordinating Committee for Combating and Preventing Trafficking in Persons (NCCTIP), now known as NCCPIM&TIP, hereafter the Committee**, which is comprised of multiple ministries and governmental institutions that work in the field of combating trafficking in persons. The project was designed in consultation with NCCTIP to ensure that proposed interventions and their implementation strategies support the improvement of the functioning of the institution.

Based on these consultations and in consideration of the proposed results and activities laid out within the framework of the *Support for Modernization of Administration of Justice*, IOM proposed a

tailored action for supporting the Committee in updating and implementing the National Action Plan (NAP) against trafficking in persons. This action foresaw three primary results linked to three sets of activities targeting different actors involved in monitoring and implementation of the NAP. The first aimed at assisting the Committee in updating the NAP through the organization of two workshops and a study tour as well as the establishment and functionalization of its secretariat through renovation of facilities, provision of furniture and equipment, as well as training of specialized staff. The sought result of the former activities included **a revised and up to date NAP** while the latter aimed at enhancing the Committee's capacities through the provision of workstations for **the staff members** along with training facilities and a library. The second result of the project sought to train law enforcement officials and civil society members so that they can actively contribute to the implementation of the updated NAP. Lastly, for the third result, the project aimed to develop targeted awareness raising activities including training of **50 media professionals**.

Evaluation purpose

The final evaluation is being conducted for the use by IOM and the donor. The evaluation should assess the relevance, effectiveness, efficiency, impact and sustainability of the project. Specifically, the evaluation should assess the activities that were implemented as part of the project and whether they have contributed to the achievement of the overall objective. The recommendations emanating from the evaluation will contribute to the design of future counter trafficking interventions.

- The evaluation is being conducted for use by management, so that they can improve the implementation of ongoing counter trafficking activities and design effective interventions in the future.
- The evaluation is being conducted for use by the project team, so that they can document lessons learned and best practices from a completed set of activities.
- The evaluation is being conducted for use by a donor, so that they can assess the effectiveness and efficiency of the project.

Evaluation scope

The evaluation will cover the whole project period 9.12.2014 – 22.12.2018 of the project "Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP) to create a safe and secure environment in Egypt". All project activities are included within the scope of the evaluation.

Evaluation criteria

The evaluation is expected to assess project success against the following OECD evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability.

Evaluation questions

Below are the key generic evaluation questions that the evaluation is expected to answer. The evaluator may develop additional specific evaluation questions as necessary in line with the evaluation purposed in order to collect quality sufficient data needed to meet expected standard of evaluation report.

- i. Relevance
 - To what extent has the project responded to the needs of various priority beneficiary groups and stakeholders?
 - Has the project adequately responded to local and national priorities?
 - To what extent is the project consistent with IOM priorities and mandate?

- ii. Effectiveness
 - To what extent was the project implementation fidelity been ensured? Were all project activities implemented as originally planned and in a timely manner? If not, why?
 - To what extent has the project activities effectively produced quality outputs and outcomes as planned?
 - Which of the project strategies were more effective and which were least effective in producing planned short and long-term results and why?
 - If overall the project was not effective, what would be done to make sure that the project or similar initiatives are more effective in reaching short and long-term target results?
- iii. Efficiency
 - To what extent were project implementation strategies the most cost-efficient?
 - Could activities have been successfully been implemented with fewer resources without compromising the quality of resultant outputs and outcomes?
 - Could cheaper alternative implementation strategies/packages have reached similar results or more?
 - How successful has the project been in synergizing and complementing interventions of other national and international actors and leveraging non-project resources?
- iv. Impact
 - What impact (positive and/or negative, intended or unintended) did the project have on its' beneficiaries and relevant stakeholders and what do these actors perceive to be the project's impact?
 - What observed changes in attitudes, capacities and institutions etc. can be linked to the broader framework of the project's interventions?
 - What project interventions strategies were effective in triggering the observed medium and long-term results (outcomes)?
- v. Sustainability
 - What project activities, outputs, outcomes and benefits brought about by the projects are likely to live or continue after the project has ended?
 - Is it possible to observe effects with regard to the project's impact at the political level, or on an institutional capacity?
 - What actions are recommended on the project design and implementation to strengthen sustainability of future interventions?
 - What potential exists for the continuation, replication or scaling up of the project's results by national partners?
- vi. Cross-cutting issues
 - How has the project addressed cross-cutting issues such as gender, human rights, and the environment?

Evaluation methodology

The evaluator will be responsible for developing a detailed evaluation methodology that will be followed to respond to the above evaluation purpose and questions. However, it is expected that a mix of data collection methods will be used including document review, key informant interviews, semi-structured interviews, structured observation and other data collection methods as necessary to satisfactorily respond to the above set of evaluation questions.

IOM will share background documents with the selected evaluator all the necessary background documentation to develop a data collection methodology, including: review of existing reports, institutional documents and meeting minutes as well as other relevant information products. The

evaluation must follow the IOM Data Protection Principles, UNEG norms and standards for evaluations, and relevant ethical guidelines.

Evaluation deliverables

The evaluator is expected to submit the following deliverables:

- **Inception report** comprising detailed evaluation approach and methodology, a set of data collection instruments as well as a detailed work plan that will be developed in close consultation with IOM Egypt
- **Draft report** which the evaluation must submit and present to the management team for inputs
- **The final report** that incorporates comments and feedback from IOM Egypt. The final report submitted to IOM must be in English and include (i) Executive summary; (ii) Project background; (iii) Evaluation background and methodologies; (iv) Project performance; (v) Achievements against expected outcomes/results, (vi) Sustainability of the achievements and overall strategy; (vii) Good practices and lessons learned of the project; (viii) Summary of conclusion and recommendations. The content of the report should be clear, statements well justified and the logic behind the evaluation exercise respected. The report should bring new perspectives to the subject evaluated and include the comparison of the baseline data collected at the outset of the project and impact/changes made after the implementation, and should not exceed 45 pages, excluding annexes.
- **Evaluation brief:** the evaluation is also expected to submit a two-pager evaluation brief in English. The brief should provide a succinct summary of the evaluation, the key findings, lessons learnt and recommendations.

The evaluator is encouraged to use the UN Evaluation Group (UNEG) norms and standards which are available online on the IOM Web Portal: www.iom.int/evaluations, under “Technical References”.

Evaluation workplan

The evaluator will supply a first evaluation draft to the Project Manager no later than 21 June 2019 for comments, and following feedback, the final report should be submitted no later than 12 July 2019. The final detailed evaluation work plan will be agreed upon between IOM Egypt and the evaluator.

Activity	Days	Responsible	Location	Weeks			
				1	2	3	4
Review project documents and relevant literature.	3	Evaluator	Home based				
Develop evaluation methodology – submit inception report	2	Evaluator	Home based				
Data collection and analysis	10	Evaluator	IOM Egypt’s office, meetings with stakeholders				
Submission of draft and final reports	As per above timeline	Evaluator	Home based				

Required Qualifications and Experience

The evaluator should meet the following minimum qualifications and experience:

- Minimum master's degree or equivalent in social research and/or evaluation methods Monitoring and Evaluation Methods, Public Policy, Development studies, International Relations or related field of studies.
- At least 7 years of experience managing and/or evaluating development projects/programmes/initiatives
- Demonstrable experience and familiarity with migration dynamics in North Africa
- Demonstrated sound understanding of migrant's thematic topics, i.e. trafficking in persons, labour migration, victim protection, etc will be an advantage
- Good track records in conducting evaluations and technical and analytical report writing.

Ethical considerations

The evaluation shall be conducted independently and impartially. The findings of the evaluation, especially from key stakeholders and beneficiaries, shall be treated confidentially. The IOM's project staff in Cairo, Egypt and the Implementing Missions will provide close cooperation and coordination with the evaluator throughout his/her evaluation process in a transparent and professional manner.

OTHER

Any offer made to the candidate or consultancy firm in relation to this Call for CV is subject to funding confirmation.

A prerequisite for taking up the position is legal residency in the country of the duty station, and work permit, as applicable.

HOW TO APPLY

Both individual consultants and consultancy firms are eligible to apply for this assignment.

Interested candidates are expected to submit a technical and financial proposal with all-inclusive itemized budget and their CV, cover letter as well as their recent evaluation report example. The proposal must provide details on the methodology and approach to the assignment. The proposal shall be submitted to IOM Egypt email to: www.egypt.iom.int on or before the 20th May, 2019. Late submissions will not be considered.

Applications with missing documents will be treated as incomplete and will not be considered for further assessment.

Kindly note that for efficiency reasons, only shortlisted candidates/consultancy firms will be contacted.

POSTING PERIOD

From 06.05.2019-20.05.2019

7.2. Evaluation Matrix

Evaluation Criteria	Evaluation Key Questions & Sub-Questions	Indicators	Data Sources	Data Collection Methods/Tools
Relevance	To what extent has the project responded to the needs of various priority beneficiary groups and stakeholders?	Alignment of the project with plans/needs/priorities of various beneficiary groups and stakeholders	National Strategy (NS) National Action Plan (NAP) Effective legal framework Project documents Select members of NCCPIM&TIP (as per Sampling Framework)	Document Review KIIs
	Has the project adequately responded to local and national priorities?	Alignment of project with national priorities	National Strategy (NS) National Action Plan (NAP) Effective legal framework (laws) Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)	Document Review KIIs
	To what extent is the project consistent with IOM priorities and mandate?	Alignment of project with IOM mandate and strategy	IOM Country Strategy UNDAF IOM Management	Document Review KIIs

Evaluation Criteria	Evaluation Key Questions & Sub-Questions	Indicators	Data Sources	Data Collection Methods/Tools
Effectiveness	To what extent has the project implementation fidelity been ensured? Were all project activities implemented as originally planned and in a timely manner? If not, why?	Assessment of progress against Specific Objective and Estimated Results indicators	Project progress (interim) reports Project Team Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)	Document review KIIs/FGD KIIs
	To what extent has the project activities effectively produced quality outputs and outcomes as planned?	The extent to which outputs and outcome meet quality standards and expectations	Project progress (interim) reports Project Team Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)	Document review KIIs/FGD KIIs
	Which of the project strategies were more effective and which were least effective in producing planned short and long-term results and why?	Assessment of implementation strategies and modalities, and timeliness of interventions/activities	Project progress (interim) reports Project Team Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)	Document review KIIs/FGD KIIs

Evaluation Criteria	Evaluation Key Questions & Sub-Questions	Indicators	Data Sources	Data Collection Methods/Tools
Efficiency	<p>To what extent were project implementation strategies the most cost-efficient?</p> <ul style="list-style-type: none"> - Could activities have been successfully implemented with fewer resources without compromising the quality of resultant outputs and outcomes? - Could cheaper alternative implementation strategies/packages have reached similar results or more? 	<p>Assessment of implementation strategies and modalities, timeliness of interventions/activities, and allocation of resources (human, financial, administrative and logistical support)</p>	<p>Project progress (interim) reports</p> <p>Project Team</p> <p>Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)</p>	<p>Document review</p> <p>KIIs/FGD</p> <p>KIIs</p>
	<p>How successful has the project been in synergizing and complementing interventions of other national and international actors and leveraging non-project resources?</p>	<p>Strategic partnership with other agencies, other development partners evidenced, and other projects/programs</p> <p>Joint planning/interventions</p>	<p>Project progress (interim) reports</p> <p>Project Team</p>	<p>Document review</p> <p>KIIs</p>
Impact	<p>What impact (positive and/or negative, intended or unintended) did the project have on its beneficiaries and relevant stakeholders and what do these actors perceive to be the project's impact?</p>	<p>Main impact (long-lasting change) and effects of the project on targeted beneficiaries and stakeholders</p>	<p>Project progress (interim) reports</p> <p>Project Team</p> <p>Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)</p>	<p>Document review</p> <p>KIIs/FGD</p> <p>KIIs</p>

Evaluation Criteria	Evaluation Key Questions & Sub-Questions	Indicators	Data Sources	Data Collection Methods/Tools
	What observed changes in attitudes, capacities and institutions etc. can be linked to the broader framework of the project's interventions?	Contribution of the project to observed changes/impact	Project progress (interim) reports Project Team Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework)	Document review KIIs/FGD KIIs
Sustainability	What project outputs, outcomes and benefits brought about by the projects are likely to live or continue after the project has ended?	National counterparts' capability to plan, implement, monitor and report on programmes	National counterparts' strategies/programmes/plans National counterparts' progress monitoring reports Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework) Project Team	Document review KIIs KIIs

Evaluation Criteria	Evaluation Key Questions & Sub-Questions	Indicators	Data Sources	Data Collection Methods/Tools
	What potential exists for the continuation, replication or scaling up of the project's results by national partners?	Exit Strategy National counterparts' plans and budget allocations	Exit strategy National counterparts' strategies/programmes/plans Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework) Project Team	Document review KII's KII's/FGD
Cross-cutting Issues	How has the project addressed cross-cutting issues such as gender, human rights, and the environment?	Mainstreaming of gender equality, human rights and environment in project intervention, modalities, and outputs and outcomes	Project progress (interim) reports Select members of NCCPIM&TIP and Secretariat (as per Sampling Framework) Project Team	Document review KII's KII's

7.3. List of Documents Reviewed

(in no particular order)

- IOM (2013): Request for Proposals – Services for Integration Migration Information System (IMIS III) Web Application and Database (11/12/2013)
- IOM (2015): Request for Proposals – Services for Data and Information Management At the Secretariat of the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) (08/13/2015)
- IOM (no date): Bills of Quantities for the Refurbishment and Renovation of the NCCTIP premises in MoJ (in Arabic)
- Private sector contractor [Concept Group] (2017): Provision of Architectural Internal Office Arrangements for National Committee Preventing Illegal Immigration at Ministry Of Foreign Affairs (detailed technical offer and Bills of Quantities and drawings) (July 2017)
- IOM (2017): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (29 August 2017)
- IOM (2017): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (25 October 2017)
- IOM (2018): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (18 January 2018)
- IOM (2018): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (20 May 2018)
- IOM (2018): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (12 September 2018)
- Private sector contractor [Allam Group] (no date): Detailed Bills of Quantity and Estimated Cost for the refurbishment and renovation of NCCTIP premises in MoFA (in Arabic; circa August 2017)
- Private sector contractor [Future Document Technology] (no date): Quotation for the supply of photocopying machines (circa July 2017)
- Private sector contractor [unspecified] (no date): Quotation for paint and floor works of NCCTIP premises in MoFA (in Arabic; circa June 2017)
- IOM (2016): 1st Interim Narrative Report - Project: Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt. Reporting Period: 9.12.2014 - 9.12.2015 (signed and stamped, 1 March 2016)

- NCCTiP (2015): Letter to IOM re: appointing a national expert for the update of NS and NAP; NRM; and support the operation of 2 shelter (in Arabic; dated 3 June 2015)
- IOM (no date): Agenda for “Roundtable with the Members of the National Coordinating Committee for Combating and Preventing Trafficking in Persons (NCCTIP): Updating the National Strategy and the Work Plan to Combat Human Trafficking 2015-2020; 13-14 May 2014; Alexandria”
- IOM (no date): Terms of Reference - Roundtable on: Updating the National Action Plan to Combat Human Trafficking in Egypt: 2015-2020; 13–14 May 2015
- IOM (no date): Agenda for “Second Roundtable with the Members of the National Coordinating Committee for Combating and Preventing Trafficking in Persons (NCCTIP): Updating the National Strategy and the Work Plan to Combat Human Trafficking 2015-2020; Cairo; 30 July 2015”
- IOM (no date): Terms of Reference - Second Roundtable on: Updating the National Action Plan to Combat Human Trafficking in Egypt: 2015-2020; Cairo; 30 July 2015
- IOM (no date): Amended workplan for the EU-funded Project: “Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons to create a safe and secure environment in Egypt” – 1 Jan 2015 – 9 March 2016 (9-month extension until 31 Dec 2016)
- IOM (2017): 2nd Interim Narrative Report - Project: Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt. Reporting Period: 01.01.2016 - 31.12.2016 (signed and stamped, 1 March 2017)
- EU Delegation (2017): Letter to IOM re: Interim report for contract ENPI/2014/347-219 “Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt” (21 March 2017)
- IOM (2018): 3rd Interim Narrative Report - Project: Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt. Reporting Period: 01.01.2017 - 31.12.2017 (signed and stamped, 28 February 2018)
- IOM (no date): Updated work plan (table format; annexed to 3rd Interim Narrative Report)
- IOM (no date): Agenda “Countering Human Trafficking and Providing Protection for Victims in Egypt” (file name indicates this was for “civil society”. The agenda does not specify the dates or the venue of the training. It also bears the logo of the US Department of State)
- IOM (no date): Agenda “Countering Trafficking in Persons through Media” Flamenco Hotel, 15-16 November 2017 (file name indicates this was for “media professionals”)
- IOM (no date): Agenda - “Countering Trafficking in Persons through Media” (file name indicates this was the 2nd training for media professionals held on 16-17 August 2017 as indicated on the Agenda; though venue and location were no specified)

- IOM (2018): 3rd Interim Narrative and Financial Report submission cover letter (dated 28 February 2018)
- IOM (2017): Letter to EU Delegation re: request of budget reallocations (23 November 2017)
- IOM (2015): Interim Report to the European Union – Project: Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons to create a safe and secure environment in Egypt. Reporting period 01 January – 30 September 2015 (Word format, not signed).
- IOM (2019): Final Narrative Report - Project: Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt. Reporting Period: 9 December 2014 – 22 December 2018 (Word format; not signed or stamped. Date of submission is noted: 18 August 2019)
- IOM (no date): Amended Budget – Implementation period of the contract (09/12/2014-31/12/2018) (PDF file; most probably annexed to Final Narrative Report)
- IOM (2019): Final Narrative and Financial Report submission cover letter (dated 18 August 2019)
- IOM (no date): Agenda for “Strengthening the Capacities of Civil Society for Protection of Victims of Trafficking” (2-day training; dates and venue no specified; annexed to Final Narrative Report) (annexed to Final Report)
- IOM (2018): Deed of Donation between the International Organization for Migration and National Coordinating Committee for Combating and Preventing Irregular Migration and Trafficking in Persons (20 July 2018) (annexed to Final Report)
- IOM (no date): Study Visit - Counter-Trafficking in Persons Belgium, 6-11 May 2018 NCCPIM&TIP – IOM Egypt (Study Visit Minutes) (annexed to Final Report)
- IOM (no date): Agenda “Workshop on Counter Trafficking in Persons and Migrant Smuggling in Egypt” 20-22 November 2018 in Aswan (annexed to Final Report)
- IOM (no date): 2018 Counter Trafficking Awareness Raising Activities (1-page summary) (annexed to Final Report)
- IOM (no date): Human Trafficking in Egypt: A Guide for Media Professionals (annexed to Final Report)
- IOM (2018): Social Media Campaign Performance (annexed to Final Narrative Report)
- IOM (no date): Awareness Raising Survey (2-page survey) (Annexed to Final Report) (annexed to Final Report)
- The NGO Training (November 2018):
 - Scanned copies of completed Training Evaluation forms
 - Scanned copies of completed pre-test forms
 - Scanned copies of completed post-test forms
 (annexed to Final Report)

- Arab Republic of Egypt, Office of the President of the Republic, The Official Gazette (2017): Prime Ministerial Decree No. 192 of 2017 On the Establishment of the National Coordinating Committee on Combating and Preventing Illegal Migration and Human Trafficking (Issue no. 3 bis (b), 23 January 2017) (annexed to Final Report)
- NCCPIM&TIP (2017): Letter (to IOM) of Approval and Amendment of Project Work Plan (dated 24/4/2017 – in Arabic; English translation also available but not formal or signed) (annexed to Progress Update Report, 2017)
- NCCPIM&TIP (2017): Letter (to IOM) – Final Organizational Structure of NCCPIM&TIP and Request to expedite renovation of premises (with required office space) (dated 4/6/2017 – Cover Letter in Arabic; Organizational Structure and required space in English) (annexed to Progress Update Report, 2017)
- NCCPIM&TIP (2017): Letter (to IOM) re: approved training plan (schedule) for NGOs and media professionals, during the period July – August 2017, specifying the number of trainings and participants, with exact dates (dated 12/6/2017 – in Arabic) (annexed to Progress Update Report, 2017)
- IOM (no date): Progress Update; “Action to Support the National Coordinating Committee on Combating and Preventing Trafficking in Persons (NCCTIP) to Create a Safe and Secure Environment in Egypt”, Reporting Period: 01.01.2017 – 30.06.2017 (circa 2017)
- IOM (2018): Management Declaration for Grant Contract entitled “Action to Support the National coordinating committee on combating and Preventing Trafficking in Persons to create a safe and secure environment in Egypt” (ENPI/2014/347-219) (signed and dated 26.08.2018)
- IOM (no date): 4-page progress report (circa November 2015) in English; file name indicates it was intended for Egyptian Ministry of International Cooperation (MoIC).
- IOM (no date): Working document in Word detailing the organizational structure of the NCCPIM&TIP (file name indicates date to be 1 June 2017)
- IOM (no date): Working document in Word detailing the organizational structure of the NCCPIM&TIP (file name indicates date to be 31 May 2017)
- Unofficial English translation and Arabic transcript of Prime Ministerial Decrees re: the establishment and re-establishment of the Committee (NCCTIP, NCCTIP&PIM):
 - 2353/2010 (31 August 2010): NCCTIP at MoFA
 - 239/2013 (12 March 2013): NCCPIM&PIM at MoJ
 - 1537/2013 (31 December 2013): NCCTIP at MoJ
 and:
 - 3028/2010 (no date): Executive Regulations of Law 64 of 2010 (anti-trafficking)
- National Coordinating Committee To Combat and Prevent Human Trafficking (2012): Evaluating the Execution of the National Plan of Action Against Human Trafficking (January 2011- December 2013) (date quoted in the document for signature is 31 December 2012, whereas the introduction states, and the report clearly, covers the period January 2011 to December 2013)

- The Technical Secretariat of the National Coordinating Committee to Fight and Prevent Traffic in Human Beings (2010): Third Annual Report; September 2010
- 2nd National Plan of Action against Human Trafficking (2013-2016) – no date, no author; in English; not clear if official or not, though indications are such that it is not. The file is in a table format, listing: Activities; Implementing Agency; Timeline (blank throughout); and, Achievement Indicator – in four (4) Chapters: Prevention, Protection, Prosecution, and Partnership)
- National Coordinating Committee on Preventing and Combating Human Trafficking (2010): National Plan of Action Against Human Trafficking (January 2011 —January 2013); Cairo, December 2, 2010 (Arabic and English versions available, but different in content and structure)
- PowerPoint Presentation of “Effectively Communicating about Migration and the Role of Media in Countering Irregular Migration and Trafficking in Human Beings - ITEPA project training, Cairo, Egypt, 4 October 2018 (ITEPA: International Training Center at the Egyptian Police Academy)
- IQ Management Consultancy Group (2018): NCCPIM team capacity building’ assessment report, 25th March 2018.
- Scanned copies of Bids Analysis Summary (BAS) and Purchase Forms (PR) for the Study Visit to Belgium (interpretation, transportation, hotel, ...)
- IOM (no date): Agenda for “Study Visit - Counter-Trafficking in Persons; Belgium, 6-11 May 2018 - NCCPIM&TIP – IOM Egypt” (English and Arabic versions available)
- IOM (no date): Blank Assessment Form of the Study Visit (Belgium 6-11 May, 2018) (Arabic & English)
- IOM (no date): Concept Note - Study visit: Sharing Promising Practices on Protection Frameworks for Victims of Trafficking and Exploited Migrant Workers between Belgium and Egypt (circa March 2015)
- IOM (no date): ANNEX I: ENPI/2014/347-219 - Part A. CONCEPT NOTE (submitted to EU; circa November 2014)
- The National Strategy on Preventing and Combating Human Trafficking 2016 – 2021 (English version)
- IOM (no date): Final Financial Report (annexed to Final Narrative Report)

7.4. List of Persons Interviewed

- Mr. Khaled El Nakkady
Head of Capacity Building Unit and Training Grants – NCCPIM&TIP

- Mr. Yahia Ossama
Head of Media and Communication Unit – NCCPIM&TIP

- Ms. Yumi Ohtsuki
Counter Trafficking Portfolio Manager, Migrant Protection and Assistance Division, IOM

- Mr. Mohamed Abdel Hameed
Programme Assistant-Counter Trafficking, Migrant Protection and Assistance Division,
IOM

7.5. Data Collection Instruments

[All KII and FGD protocols developed and submitted as part of the Final Inception Report are included herewith. Given that many of the targeted professionals were not available for interview, however, not all protocols were administered]

The following “Introduction and Consent” preceded any interview.

Introduction and Consent

My name is Asbraf Bakr Al-Shareef. I am a Monitoring and Evaluation Expert. I have been assigned by the International Organisation for Migration (IOM) to conduct an independent, final evaluation of the project “Action to Support the National Coordinating Committee on Combating and Preventing Illegal Migration and Trafficking in Persons (NCCPIM&TIP) to create a safe and secure environment in Egypt”. This evaluation is intended to assess the achievements of the project in an objective manner, and identify recommendations and lessons learned that can inform future programming by IOM and stakeholders.

You have been selected for the interview given your position, affiliation and involvement with the project. I have a number of points to discuss with you. Everything we discuss today will remain confidential. In writing the evaluation report, no reference will be made to individuals or organisations, and every effort will be made to ensure no inferences can be made.

You can choose not to answer any question, or comment on any issue. However, it is critical for the success of the evaluation that we listen to all viewpoints.

This interview should not take more than an hour, or an hour-and-half. Will you be willing to sit for the interview?

If Yes, thank the Interviewee and ask if s/he has any questions before start. Explain to the Interviewee s/he may also ask questions during the interview.

If No, thank the Interviewee and assure her/him this will have no effect whatsoever on her/his work or relationship with IOM and end the meeting.

Key Informant Interview IOM Personnel

- Extent to which the project aligned with
 - IOM mandate and priorities (benchmark/reference points)
 - GoE priorities (benchmark/reference point on which these were identified when project was conceived – noting absence of a National Strategy at the time)
 - Committee (overall and member ministries and organizations) priorities (benchmark/reference point on which these were identified when project was conceived – noting absence of a National Strategy at the time)
- The key achievements of the project
Probe:
 - Capacity of the Committee to: plan, coordinate, implement, monitor, and advocate
 - Capacity of the Secretariat – collectively and individual units – to support the functionality of the Committee
 - Training of CSOs: improved capacity; plans; actions; etc.
 - Training of Judges and Prosecutors
 - Training of media professionals
 - Awareness-raising campaign
- Extent to which the project incorporated gender equality and human rights in all aspects of its planning, implementation and monitoring
- The main “positive” or “supportive” factors that facilitated the implementation of the project and the achievement of outputs and outcomes
- The negative factors that hindered the achievement of project outputs and outcomes
Probe:
 - Lengthy and cumbersome security clearance processes led to the delay, and eventual cancelation, of a number of activities. This is interesting given the composition of the NCCPIM&TIP, and also the long-standing working relationship of IOM with GoE. Please elaborate
[National Referral Mechanism; Training of CSOs, etc.]
 - The Final Narrative Report states that IOM is testing “a new approach for obtaining [security] clearances”. What is this new approach? How does it differ? Indication thus far of its potential? What if it is rejected?
 - Overall, how would other (perhaps future) programs overcome the challenge of security clearance?
- Mitigation strategies to overcome these challenges
- Extent to which the management and funding mechanisms were adequate – and timely - for the project to achieve its intended results
- The working relationship/partnership between the Committee and the project (IOM)
Probe:
 - The project is primarily focused on TIP whereas the Committee is addressing both (TIP and PIM). How has that impacted the working relationship between the two entities, if at all? For instance, did the Committee request support that the project was unable to provide?

- The extent to which the institutional set-up of the Committee, and the political situation in Egypt, affected the functioning of the Committee. Examples
 - Probe:**
 - From two Committees to one – as of January 2017 – how was the “transition”; what were the challenges – if any?
 - The NCCTIP was hosted at the Ministry of Justice (MoJ) – prior to January 2017 – and now at Ministry of Foreign Affairs (MoFA). Is the Committee “seen to be headed” by the MoFA?
 - How would you describe the dynamics and functioning of the Committee currently and the inter-relationship/interaction among member institutions?
 - Do inter-personal relationships among representative members have any bearings on the functioning of the Committee?
- Specifically, the working relationship between the Committee and the Office of Prosecutor General?
 - With “records” of prosecuted cases maintained at the OPG; accessibility of information
- Challenges facing the Committee
- The Study Visit to Belgium: What benefits to the Committee? What actions were informed by the outcome of the Visit? Examples
 - Other means for knowledge and experience transfer than the Study Visit
- The project, in partnership with the Committee and other stakeholders, implemented an extensive awareness-raising campaign in its last year of operation
 - How effective and “beneficial” was that – and supportive of – the work of the Committee and Egypt’s efforts in the area of combating trafficking in persons?
 - Frankly speaking, could these resources have been spent in other, more effective ways? Explain
- If this project was to start anew, what would you recommend be “repeated” of its activities and what would be “changed” or “dropped”? And what about implementation approach(es) and working relationship between the Project (IOM) and the Committee? Why?
- Sustainability prospects and/or requirements of project achievements
 - Probe:**
 - Is there an Exit Strategy?
- Looking ahead, what should IOM’s priority focus area(s) be? Why? How do these align with IOM and GoE priorities? How can these be addressed? Is there a Plan in place? If so, is it formally endorsed/approved? Are the resources needed to implement this Plan (particularly budget allocation) available/secured?

Key Informant Interview

Head of Capacity Building Unit and Training Grants – NCCPIM&TIP

(Confirm tenure as the Head of Unit)

- Reflections on the training the individual may have received from the project:

Probe:

- How effective it was
- How it reflected on the individual's on-the-job performance. Examples

- The support and resources the Unit may have received from the project

Probe:

- Extent to which this was adequate
- How it reflected on the performance of the Unit

- The main functions and key achievements of the Unit

Probe:

- Training provided – to which groups/institutions; demand- or supply-driven
- Availability of resources for training
- Feasibility of training (TOT allowed time; institutions responsiveness; participants' commitment, etc.)

- Extent to which the Unit incorporates gender equality and human rights in all aspects of planning, implementation and monitoring of training it provides

- Please explain this "Training Grants" – in the title of the Unit

- Does the Unit have a "Training Plan"? Is it formally approved? Are resources allocated and available – especially budget? How is the Plan monitored? How is training assessed/evaluated? Examples

- How did/does the Unit support the functioning of :1) the Secretariat; 2) the Committee, overall, and 3) its member ministries and organizations? Examples

- What were the main/major contributions of the project – with regard to the Unit (resources, training, TA, etc.)?

- What are the challenges facing the Unit, and how any of these have been overcome?

- If this project was to start anew, what would you recommend be "repeated" of its activities and what would be "changed" or "dropped"? And what about implementation approach(es) and working relationship between the Project (IOM) and the Unit? Why?

- Sustainability prospects and/or requirements of project achievements

- Looking ahead, what are the Unit's priority focus area(s)? Is there a Plan for the Unit over the next year or so? If so, is it formally endorsed/approved? Does the Unit have the resources needed to implement this Plan (particularly budget allocation)? Does the Unit require/envision the need for support? Explain

Key Informant Interview

Head of Media and Communication Unit – NCCPIM&TIP

(Confirm tenure as the Head of Unit)

- Reflections on the training the individual may have received from the project:

Probe:

- How effective it was
- How it reflected on the individual's on-the-job performance. Examples

- The support and resources the Unit may have received from the project

Probe:

- Extent to which this was adequate
- How it reflected on the performance of the Unit

- The main functions and key achievements of the Unit

- Extent to which the Unit incorporates gender equality and human rights in all aspects of planning, implementation and monitoring of its activities

- Does the Unit have a Plan (action/annual, ...)? Is it formally approved? Are resources allocated and available – especially budget? How is the Plan monitored? How is training assessed/evaluated? Examples

- How did/does the Unit support the functioning of :1) the Secretariat; 2) the Committee, overall, and 3) its member ministries and organizations? Examples

- What were the main/major contributions of the project – with regard to the Unit (resources, training, TA, etc.)?

- The project, in partnership with the Committee and other stakeholders, implemented an extensive awareness-raising campaign in its last year of operation

- How effective and “beneficial” was that – and supportive of – the work of the Committee and Egypt's efforts in the area of combating trafficking in persons?
- Frankly speaking, could these resources have been spent in other, more effective ways? Explain

- What are the challenges facing the Unit, and how any of these have been overcome?

- If this project was to start anew, what would you recommend be “repeated” of its activities and what would be “changed” or “dropped”? And what about implementation approach(es) and working relationship between the Project (IOM) and the Unit? Why?

- Sustainability prospects and/or requirements of project achievements

- Looking ahead, what are the Unit's priority focus area(s)? Is there a Plan for the Unit over the next year or so? If so, is it formally endorsed/approved? Does the Unit have the resources needed to implement this Plan (particularly budget allocation)? Does the Unit require/envision the need for support? Explain

7.6 Resource and Material Support Extended to NCCPIM&TIP

Following are lists of resource and material support extended by the Project to the NCCPIM&TIP's Technical Secretariat – grouped by and in order of the Deed of Donation. These are in addition to refurbishment works funded through the project – and possibly other resources for which no documentation was available.

- 29 August 2017
 - 6 Desktop Computer
 - 6 LED Screens (18.5 inch)
 - 1 Fax machine
 - 4 HP Laserjet printers
 - 6 Desk phones
 - 2 Water dispensers
 - 1 TV (49 inch)
 - 9 chairs (medium back, metal star base)
 - 9 desks (140cm), with side table and drawers unit
 - 7 Wooden cabinet (200*80*40)

- 25 October 2017
 - 25 chairs (medium back, metal star base)
 - 21 chairs (fixed with arms)
 - 1 chair (high back, metal base)
 - 7 desks, with side table and drawers unit
 - 1 desk (100cm)
 - 2 cupboards (200*80*40)
 - 1 meeting table (300*140)
 - 2 couches + 4 fauteuil
 - 3 coffee tables (80*50)
 - 7 coffee tables (40*40)
 - 1 shannon 4 drawers
 - 1 working cell 4 seats
 - 1 round table (120cm)
 - 1 L-shaped bookshelf
 - 1 table (50*100)
 - 2 table (50*50)
 - 1 built-in bookshelf (360*250)
 - 7 desktop computers (inc. monitors)
 - 5 rittal PDU socket strip 8 ways
 - 1 HP Laserjet printer
 - 1 HP Laserjet printer
 - 4 landline phones
 - 4 coat hangers
 - 22 baskets
 - 1 toilet rug
 - 1 presentation Pointer
 - 1 flip chart

- 18 January 2018
 - 2 laptop computers
 - 1 photocopying machine
 - 1 shredder
 - 6 printer cables

- 20 May 2018
 - 15 MS Office 2016 Standard, Open license Gov

- 20 July 2018
 - 35 copies (hardcopy) of 35 books (1 copy each)

- 12 September 2018
 - 38 copies (hardcopy) of 16 books