



Ex-post Evaluation: Setting Standards on protection and assistance to vulnerable migrants in support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants CT.0985

Final Report

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Executive Summary

The following report is an ex-post evaluation of the project CT.0985: '*Setting Standards on protection and assistance to vulnerable migrants in support of the Global Action to Prevent and Address Trafficking in persons and the Smuggling of Migrants*' managed by the Migrant Protection and Assistance Division (MPA) of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund" or IDF). The project is part of the larger '*Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants*' project (GLO.ACT) of the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC). The contribution of the Fund project was the development of a new resource, the IOM '*Handbook on the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse*' ('the Handbook') and related technical guidance based on the development of the Determinants of Migrant Vulnerability model (DoMV).

This ex-post evaluation was commissioned by the Fund and was carried out by Owl RE, research and evaluation consultancy, Geneva from June 2019 to August 2019. The purpose of this evaluation was to assess the relevance of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation team carried out the evaluation primarily through a desk review of available data and documents and key informant interviews with 15 project stakeholders.

Findings

Overall, the project was found to be highly relevant and well aligned to IOM's and the Fund's goals and priorities. The scope of the project changed and was expanded during the project timeframe. The initial concept of the Handbook focused on a migrant vulnerability model at the individual level to which three additional levels were added: family, community and structural. Therefore, in terms of effectiveness, the project delivered its original output within the timeframe but the Handbook with its expanded content is still being finalised (scheduled for publication in the last quarter of 2019). Nevertheless, there was consensus amongst interviewees that the final output, the expanded Handbook, has the potential to be much more effective than what was initially planned, supported by the examples of its use already seen.

Relevance (rating: Excellent - 5): The project was found to be highly relevant by all interviewees. Many viewed it as a response to a clear need for operational guidance and tools on protection and assistance for migrants in vulnerable situations. A Group of Experts was formed to help develop the Handbook and ensured that it was relevant to the needs of users. Both gender and human rights were very well incorporated into project design. The project was well-aligned to IOM and the Fund's priorities and criteria.

Effectiveness (rating: Good – 3): The project demonstrated mixed results with regard to effectiveness. As the Handbook has not yet been published or distributed, it is not possible to determine how effective it is. However, initial feedback indicated that the project could be potentially very effective, achieving more than was initially planned, already going beyond selected GLO.ACT countries, and with the possibility to deliver a high level of benefits to stakeholders and beneficiaries. The Results Matrix (RM) was outcome orientated and it was difficult to connect the output (the Handbook) to beneficiary impact as required by the RM within the project timeframe.

Efficiency and cost-effectiveness (rating: Excellent – 5): The project was found to have been overall very cost effective, benefitting from the larger GLO.ACT project through human and financial resources with some costs covered by other funding streams. Although the output was not delivered on time, due to the increased scope of the project and other factors, it was shown to support the development of a significant workstream within the MPA.

Outcome and impact (rating: not possible to rate but potentially very high): The outcomes and impact of the Handbook could not be fully measured as it has not yet been published or implemented. Initial findings on impact were very positive and potential impact and outcomes promising given the strength of interest and demand from beneficiaries, stakeholders and the academic community.

Sustainability (rating: Very good – 4): The overall consensus from interviewees, substantiated by the research, was that the general principals and *modus operandi* of the Handbook produced a dynamic universal model capable of being used for many years. While there were no explicit sustainability measures built into the project or a documented roll-out plan, some training and roll out was partly covered by the larger GLO.ACT project and additional funding had been secured.

Conclusions and recommendations

The project being evaluated focused on producing one main output, a Handbook which was a small part of the larger GLO.ACT project. The expanded Handbook was regarded as a universal and comprehensive resource, better matching the needs of beneficiaries. It was seen as having the potential to both change the way governments identify vulnerability in the migrant population and provide more effective operational and programmatic responses, as well as to strengthen the overall position and standing of IOM as an international actor on migration. A second phase of GLO.ACT has been funded for the next four years, and envisages using the Handbook's content. Given the small expenditure, \$50,000, if this potential is met, value for money would be considerable. Successful implementation will depend largely on the follow-up and roll-out of the Handbook.

A. Project design: The RM required the project to make unrealistic 'leaps' in terms of what the output could contribute to the outcome within the timeframe. The absence of a theory or change / intervention logic meant that the steps from the outputs to what it could achieve were not set out clearly and were challenging to trace within the project timeframe.

Recommendations - For all IOM units implementing IDF projects:

- Ensure that the RM realistically matches what can be achieved from the output(s) to the outcome(s); implying a longer timeframe if necessary.
- Where the timeframe is limited, introduce outcomes that could be realistically achieved and measured (see examples in footnote 18).
- A theory of change should be developed prior to each IDF project to 'test' the intervention limits and set accurate parameters for what can be achieved.
- Ensure that any changes to the RM (such as seen for the main output in this project) are coordinated with the Fund, submitted through a revision process on PRIMA, and reported accordingly.

B. Roll-out and implementation: The project focused on the design and creation of the Handbook and was carried out in a collaborative and inclusive manner, which is regarded as key to its success. The evaluation did not see a comprehensive plan describing the intended roll-out and implementation.

Recommendations - For all IOM units implementing IDF projects:

- IDF projects should have a sustainability plan as part of the final report, particularly where this aspect is key to the project's success and falls outside of its timeline (as was the case for this project).

For the implementation of this project, the following actions are suggested (for MPA):

- Create a detailed action plan supported by resources for implementation/roll-out.
- In order to ensure relevance to national contexts, consider using national coordination mechanisms on migration as an entry point for the Handbook and training, using local technical experts to decide how it can be rolled out, based on country priorities.
- Consider the ongoing role of donors and key stakeholders in the dissemination, promotion and support of the Handbook, associated guidelines and training.
- Carry out an internal study on how the Handbook and DoMV model can be institutionalized across IOM policies and practices.
- Consider mandatory training on the DoMV model for all IOM staff dealing with migrant protection and assistance in order to strengthen institutional approach.

C. Sustainability: Although it was too early for the project to focus on sustainability, it was found to be key to the project's continued success. Several recommendations are made to foster sustainability, for this and other future projects.

Recommendations - For the Fund and all IOM units implementing IDF projects:

- Consider the possibility of a second phase of projects through donor funding to secure progress made in the initial period requiring donor outreach during the project.

For MPA:

- Ensure that the Handbook, and related tools, are updated regularly and create an online repository consisting of tools, guidance and related policies and good practices 'inspired' by the Handbook and model.

D. Evaluating outcomes: As stated in the findings, this evaluation found that reaching the set objective and outcomes for this project within the timeframe was only partially possible. However, the final project output was seen to likely contribute to the set outcome but only over an extended period of time (i.e. two-three years).

Recommendations - For MPA:

- Introduce regular monitoring of use and impact of the Handbook and model both at the country level, (with governments, CSOs, and IOM offices), and within IOM itself.

For the Fund:

- Consider carrying out another evaluation in two-three years to focus on measuring the contribution of the Handbook to the set objective and outcome.

The report concludes with a series of lessons identified that could be of use for future IDF-funded and/or similar projects.

Glossary of Terms

CSO	Civil Society Organisation
DAC	Development Assistance Committee
DFID	United Kingdom Department of International Development
DoMV	Determinants of Migrant Vulnerability model
EU	European Union
GLO.ACT	Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants
GoE	Group of Experts
The Fund/IDF	IOM Development Fund
ILO	International Labour Organization
IOM	International Organization for Migration
MIGOF	Migration Governance Framework
MOOC	Massive Open Online Course
MPA	Migrant Protection and Assistance Division (IOM)
MS	Member States
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the High Commissioner for Human Rights
RM	Results Matrix
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime

1. Introduction

Project for Ex-Post Evaluation	CT.0985: Setting Standards on Protection and Assistance to Vulnerable Migrants in Support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants
Duration of the Project	24 months, 01-10-2016 – 30-09-2018
Budget (USD)	\$ 50,000
Donor	IOM Development Fund
Countries covered	Belarus, Brazil, Colombia, Egypt, Lao People's Democratic Republic ¹ , Mali, Morocco, Nepal, Niger, Pakistan, South Africa, Ukraine. ²
Evaluation	External Independent Ex-post Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	June 2019 – August 2019

The following report is an ex-post evaluation of the project CT.0985: '*Setting Standards on protection and assistance to vulnerable migrants in support of the Global Action to Prevent and Address Trafficking in persons and the Smuggling of Migrants*' managed by the Migrant Protection and Assistance Division (MPA) of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund" or IDF).

The project is part of the larger '*Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants*' project (GLO.ACT) of the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC). It complements its intervention strategy through the implementation of one component: to assist beneficiary countries in developing assistance and support programmes for victims of trafficking and protect the rights of vulnerable migrants, such as smuggled migrants. This has been realised through a new resource, the IOM 'Handbook on the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse' ('the Handbook'), related technical guidance and its accompanying Determinants of Migrant Vulnerability model (DoMV).

This ex-post evaluation was commissioned by the Fund and was carried out by Owl RE, research and evaluation consultancy, Geneva from June 2019 to August 2019. The evaluation focused on five main OECD-DAC³ evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Human rights and gender equality were integrated into the evaluation criteria, where relevant.

¹ Non-Member State.

² After the first year, the original twelve countries were reduced to six: Belarus, Brazil, Lao People's Democratic Republic, Morocco, Mali, South Africa.

³ Organisation for Economic Co-operation and Development - Development Assistance Committee; 'DAC Criteria for Evaluating Development Assistance':

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

2. Purpose and objectives

The purpose of this evaluation was to assess the relevance of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation aimed to promote transparency and accountability, assist the Fund in its decision-making, better equip staff to make judgments about the project and to improve the effectiveness for potential future project funding.

The primary objectives of the evaluation were to:

- (a) Assess the relevance of the project's intended results;
- (b) Assess the Theory of Change;
- (c) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (d) Assess the efficiency and cost-effectiveness of project implementation;
- (e) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project has been successful in producing expected change;
- (f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
- (g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (h) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see section 3.4 below).

3. Context and purpose of the evaluation

3.1. Context

This IDF-funded project complemented IOM's partnerships with GLO.ACT, a USD \$12 million four-year joint initiative by EU and UNODC being implemented in partnership with the IOM and the United Nations Children's Fund (UNICEF).

The objective of GLO.ACT was to prevent and address trafficking in human beings and the smuggling of migrants by assisting 12 strategically selected countries across Africa, Asia, Eastern Europe and Latin America. The project aimed to develop and implement comprehensive national counter-trafficking and smuggling responses and

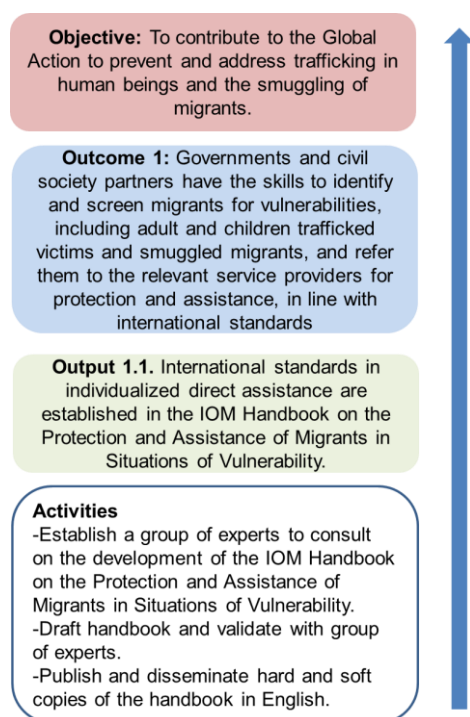
strengthen their capacities to efficiently address these issues and the inter-linkages, including at the transnational level and in cooperation with the civil society. GLO.ACT included the following six-pronged intervention strategy:

- i) To assist beneficiary countries to develop and/or strengthen national strategies and policies to prevent and address human trafficking and migrant smuggling.
- ii) To assist beneficiary countries to bring national legal frameworks in line with international standards and other good practices.
- iii) To assist beneficiary countries to strengthen their criminal justice response to trafficking in persons and migrant smuggling.
- iv) To assist beneficiary countries to strengthen regional and trans-regional cooperation in criminal matters related to trafficking in human beings and migrant smuggling.
- v) **To assist beneficiary countries to develop assistance and support programmes for victims of trafficking and protect the rights of vulnerable migrants, such as smuggled migrants.**
- vi) To assist beneficiary countries to develop frameworks for protection and assistance of children among trafficked victims and smuggled migrants within child protection systems.

IOM was responsible for the implementation of the fifth component (in bold), which led to the development of the IOM Handbook as described above.

The Results Matrix (RM) is reproduced below to illustrate the intervention logic foreseen for the project.

Figure 1: Result Matrix for the project



3.2. Evaluation purpose

The findings and recommendations from this evaluation are to be used by IOM's project and senior management teams, the MPA, all IOM units implementing IDF projects, the Fund, IOM field staff involved in the GLO.ACT project, as described in the following table.

Table 1: Evaluation Intended Uses and Users

Intended Users	Intended Uses
Project management and senior management of IOM (MPA)	<ul style="list-style-type: none"> - To improve identification of and alignment of IOM's interventions with national, regional and global development and migration agenda. - To improve efficiency and effectiveness of future project implementation. - To demonstrate accountability of project implementation and use of resources. - To identify specific follow-up actions/initiatives and project development ideas. - To document lessons learned and best practices.
All IOM units implementing IDF projects	<ul style="list-style-type: none"> - To improve efficiency and effectiveness of current and future IDF funded projects
The Fund	<ul style="list-style-type: none"> - To assess value for money. - To use the findings and conclusions in consideration of future project funding approval.
Staff involved in the GLO.ACT project	<ul style="list-style-type: none"> - To use the findings and conclusions in consideration of the ongoing GLO.ACT project and follow-up.

3.3. Evaluation scope

The project was found to be output orientated as a result of the focus on the development of the Handbook. Therefore, the original scope of the evaluation was adjusted accordingly. The objective and outcome levels were referred to in terms of how the outputs contributed to them. Focusing on the project output allowed for a more complete evaluation than if the original scope had been followed.

The evaluation covered the full project period from 1 October 2016 to 30 September 2018. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project. They were identified in collaboration with the IOM project manager. The list of interviewees can be found in annex 4.

3.4. Evaluation criteria

The evaluation focused on the following five main evaluation criteria, based on the OECD/DAC guidelines: relevance, effectiveness, efficiency, impact and sustainability. Gender and human rights were also mainstreamed where pertinent. In response to the evaluation purpose and scope, the evaluation focused on 19 out of the 30 evaluation questions found in the evaluation matrix (as outlined in the Inception Report found in annex 2). Responses to cross-cutting questions were integrated across the findings and the topics on sustainability were condensed into two questions (considering the output orientation of the project).

4. Evaluation methodology

The aim was to complete the evaluation in six weeks, to align with standard practices for evaluating IDF projects. However, the timeframe was extended to nine weeks as a result of the holiday period. The team used a participatory approach involving and consulting with the relevant stakeholders as much as possible, integrating this approach into the methodology as feasible.

4.1. Data sources and collection methods

Two data collection methods were employed to ensure reliability of data:

- 1) Desk review of available data and documents (see annex 5);
- 2) Key informant interviews; 15 interviews were conducted with IOM and UNDOC staff, as well as other stakeholders who were involved in the project mainly through their involvement in the Group of Experts (GoE) (see annex 4).

4.2. Sampling

A sample of 15 stakeholders involved in the project were identified by the project team, in consultation with the evaluators. The stakeholders included 10 IOM employees (two from Headquarters, one based in London, seven country and regional staff, one of whom has responsibility for EU and Regional Programme

Development) and five from external organisations, (UNODC, United Nations High Commissioner for Refugees (UNHCR), VIVO international, a consultant and a survivor representative). The group consisted of four males and 11 females, with 10 of them being members of the GoE. The main project partner (UNODC) was interviewed, however the second project partner (UNICEF) was not interviewed due to the fact that the main focal point had relocated and was unreachable. Beneficiaries identified by the project, governments and Civil Society Organisations (CSOs) were not included as they were not directly involved with the project. VIVO International, a CSO was interviewed as part of their contribution to the GoE.

4.3. Data analysis

Quantitative and qualitative approaches were used to analyse findings from the document review and interviews. This approach was also used to assess the achievements of the results matrix and accompanying project documentation. Triangulation (reviewing two or more sources of data) was used to corroborate findings and to substantiate findings and to underline any weaknesses in the evidence. For each evaluation criteria a rating was determined based on the following scale:

Table 2: Evaluation criteria and scaling

Evaluation Criteria Scaling		Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	<i>Supporting evidence will be detailed for each rating given.</i>
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining.	
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement.	
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required.	
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution.	

4.4. Limitations and challenges

In total, nine limitations and challenges were identified for the evaluation; the first four were noted prior to the evaluation and detailed in the Inception Report; the latter five

(shaded background in the table below) were detected during the evaluation process. The following table describes these limitations and how they were addressed.

Table 3: Limitations and challenges

No.	Limitation	How these limitations were addressed
1	Availability of IOM staff / stakeholders at all times to provide inputs.	The project manager supported the evaluation team in contacting staff and stakeholders; the evaluation timeline was extended to accommodate the holiday period.
2	General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.	The interviewee response rate was positive, which meant that a representative number of persons was reached.
3	Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.	This did not materialize as a major obstacle; interviewees were transparent, objective and open in their responses.
4	General bias in the application of causality analysis.	Given that the project only partially managed to reach the outcome level, causality analysis was not a major component of the analysis.
5	The Results Matrix was developed with an outcome that was challenging for the project to achieve in the timeframe given.	The evaluation focused on what the IDF project did achieve and its potential impact at the outcome level.
6	The scope of the project changed and expanded within the project timeframe, which resulted in the originally-intended output being completed within the project timeframe but not the expanded output which limited the scope of the evaluation to look at outcomes and impact.	Some of the findings, especially on effectiveness and impact were future orientated and therefore speculative. Where this occurred, findings were qualified as based on evidence available.
7	The IDF funded project was part of the larger GLO.ACT project, which presented a challenge for the evaluation as many of the interviewees did not perceive the IDF project as a stand-alone project, but as fully integrated within GLO.ACT.	Delineating the parameters of the IDF funded project was undertaken by asking additional questions about the budget and project related activities with interviewees mainly through follow up emails. A project timeline of events was also created to help guide questioning (see annex 3).
8	Member States were not interviewed.	Feedback from IOM staff and partners informed the evaluation of the involvement of Member States.
9	It was not possible to interview one of the project partners (UNICEF).	Information on the involvement of UNICEF in the project and the results of the partnership were collected from other interviewees and project documentation and qualified accordingly.

5. Findings

Overall, the project was found to be highly relevant and well aligned to IOM's and the Fund's goals and priorities. The scope of the project changed and was expanded during its duration. The initial concept of the Handbook focused on a migrant vulnerability model at the individual level to which three additional levels were added: family, community and structural. Therefore, in terms of effectiveness, the project delivered its original output by finalising the Handbook content comprising the model and individual level (section 1) within the timeframe, but the Handbook with all content is still being finalised (scheduled for publication in last quarter of 2019). Nevertheless, there was consensus amongst interviewees that the final output, the expanded Handbook, has the potential to be much more effective than what was initially planned, supported by the examples of its use already seen. The project was seen as efficiently executed within the set parameters and adapted well to changes and opportunities as they arose.

As the output (the Handbook) has not yet been published, it is too early to assess the full impact and sustainability of the project. However, given the interest and demand demonstrated, provided there are sufficient resources to support roll-out and regular monitoring and evaluation around usage, the potential for sustainability and long term impact is excellent; and has the potential to significantly strengthen IOM's position as an international actor on protection and assistance of migrants in situations of vulnerability.

A limitation was that the project's RM was developed with an outcome challenging to achieve and was more appropriate for the larger GLO.ACT scope. The IDF funds contributed to the development of the Handbook which was not perceived by interviewees as a stand-alone project; instead most saw it as fully integrated within GLO.ACT. This was compounded by the fact that the IDF project shared the financial and human resources of the larger GLO.ACT project, which had many positive benefits for the project also as described below. As a result, it was difficult for the evaluation to delineate the exact boundaries of the project from the larger GLO.ACT project.

The below table summarizes the findings and provides a rating for each evaluation criteria:

Table 4: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
<p>Relevance</p> <p>5 – Excellent</p>	<p>The project was found to be highly relevant and well aligned with the IOM and the Fund framework and priorities. Providing an unprecedented guidance, the Handbook is a response to gaps in the operational protection of vulnerable migrants and a direct response to the needs of IOM practitioners. It was regarded by interviewees as very relevant to beneficiaries (the governments and CSOs which could use it in the future) and potentially for the international community as a whole.</p> <p>The increase of the Handbook from one to four parts is a further testimony to its relevance.</p>	<p>Identification of main project output (Handbook) responding to operational needs.</p> <p>Interest and support of partners, beneficiaries and donors.</p> <p>Support (resources and interest) for increase in Handbook's scope.</p>
<p>Effectiveness</p> <p>3 – Good</p>	<p>All data collected points toward a potentially effective result that surpassed the one initially intended. However, as the extended Handbook has not been published or distributed, this cannot yet be fully substantiated.</p> <p>The RM was based on an outcome orientated project whereas the project was output orientated. The IDF project was only a small contributing part of the GLO.ACT project – less than 1 per cent of total budget of a USD \$12 million project.</p>	<p>Project output (Section 1 of Handbook) as initially designed was finalised (although not yet published) within the project timeframe.</p> <p>Project output in its extended form has the potential to deliver significant benefits to beneficiaries.</p>
<p>Efficiency and cost effectiveness</p> <p>5 – Excellent</p>	<p>The project was carried out efficiently in a very cost effective manner. As an example of seed funding, the project was very successful having now generated a new funding stream for the roll-out of the Handbook.</p>	<p>Funding from the Fund supported a much more comprehensive Handbook than planned.</p> <p>The project benefited from the larger GLO.ACT project through human and financial resources.</p> <p>Project generated new funding streams.</p>
<p>Outcomes and Impact</p> <p><i>Not possible to rate but potential very high</i></p>	<p>It was not possible to evaluate the impact as the Handbook has not been published, but a significant potential could be identified. Observable short term results included enabling IOM to strengthen its position as an international organisation and in the longer term, to support Member States and their partners in the protection and assistance of migrants in vulnerable situations. The significance of the Determinants of Migrant Vulnerability</p>	<p>External interviewees confirmed IOM's increased profile on the issues.</p> <p>Examples of short-term results seen.</p> <p>Impact of the DoMV of the Handbook in papers and academic articles written and presented.</p>

	<p>model (DoMV) of the Handbook was also demonstrated by the number of papers and academic studies it has generated and featured in.</p> <p>The long-term impact of the Handbook will require follow-up activities with additional resources.</p>	
Sustainability 4– Very good	<p>Research supported the durability and universality of DoMV’s key concepts. Therefore, the possible longevity was found to be very high.</p> <p>However, there were no specific sustainable measures such as a roll-out plan. Additional funding had been secured for some activities, such as training.</p>	<p>Research of University of Bedfordshire and IOM validated DoMV.</p> <p>No sustainability measures, such as roll-out plan, were not found within the IDF project documentation.</p> <p>Additional funding secured (see section 5.5. for details).</p>

5.1. Relevance

Rating – 5 – Excellent

The project was found to be highly relevant by all interviewees. Many viewed it as a response to a clear need for operational guidance and tools on protection and assistance for migrants in vulnerable situations, both at the country/field level and at the international level (e.g. global policy debates and forums). This was demonstrated by:

- A demand from the field for the provision of guidelines and an assistance framework based on a holistic approach to identify and assess migrants vulnerable to violence exploitation and abuse;
- A context of mixed migration flows in which for example, increasing numbers of migrant children need protection and assistance;
- An international agenda where the concept of the vulnerability of migrants features widely but without definition or guidance.

1. To what extent does the project respond to the needs and expectations of the stakeholders and beneficiaries?

Finding: The project was designed in response to a clear demand from field practitioners and Member States (MS) for operational guidance to identify, assist and protect migrants in a context where there were no internationally agreed upon procedures for identifying a vulnerable migrant, nor operational guidelines for their protection and assistance. Relevance was maintained through the GoE, which was formed to help develop the Handbook and ensure that it was relevant to the needs of users.

Demand from the field: The Handbook and the DoMV model which underpins it, were found to be extremely relevant within the international and national contexts. They fill a gap both in definition and operational practice to identify and directly assist victims/vulnerable migrants (the objective of the GLO.ACT project). In the first

instance, the Handbook has been a direct response to the needs of IOM field staff and to update the IOM Handbook on Direct Assistance for Victims of Trafficking (2007).

According to IOM staff and experts interviewed, there were growing numbers of migrants in contexts of mixed migration flows who increasingly fell outside the existing protection assistance regime, such as unaccompanied migrant children. The use of single categories of migrants (e.g. trafficked persons or smuggled migrants) were not sufficient to identify all migrants in need of assistance, according to IOM staff. This may lead to protection gaps, which could leave migrants vulnerable to violence, exploitation and abuse. For example, in Egypt, IOM supported a return programme, which started in 2014 and provided direct services to stranded migrant populations, not necessarily eligible for return. The existing guidance, as found in the above-mentioned Handbook (2007) and Assisted Voluntary Return and Reintegration Handbook for the North African Region (2013) was found as limited and led to field staff creating their own procedures from outdated instructional notes and based on their own experiences. The Handbook, with guidance based on a holistic approach to identifying and addressing migrant vulnerability outside of recognised categories was found to address this gap for IOM staff, partners, governments and non-governmental organisations, with mandates on migrant social protection and assistance.

Relevance to Member States and their international commitments on migration:

The Handbook was also found to be a response to the anticipated needs of MS to develop the DoMV into an operational model to fulfil their international commitments, according to IOM staff and experts interviewed. Currently, no clear, internationally agreed upon procedures for identifying vulnerable migrants' operational guidelines for their protection and assistance exists. Migrants in situations of vulnerability was confirmed to be a relatively new concept by the GoE, where the 'vulnerable migrant' is defined as a fluid and evolving concept, no longer seen as having a set of fixed characteristics (noted by the first meeting of the GoE for the project)⁴. This concept has gained traction, for example, in the 2016 Global Compact on Migration the concept of vulnerability, Objective 7: 'Address and reduce vulnerabilities in migration' (but without a clear definition of vulnerability)⁵. The accompanying New York Declaration for Refugees and Migrants refers to the need to develop principles and guidelines on the treatment of migrants in vulnerable situations but without defining the guidance needed⁶. By operationalising the concept of vulnerable migrants, and providing guidance in identifying the different factors which determine vulnerability and resilience, interviewees anticipated that the Handbook could fill this gap in MS responses.

The group of Experts (GoE): The needs and expectations of stakeholders were taken into account during the design and creation of the Handbook, in part through

⁴ Report of the first GoE meeting, Casablanca 28th-29th March, 2017.

⁵ The Global Compact for Safe, Orderly and Regular Migration, 2016: <https://www.iom.int/global-compact-migration>

⁶ UN General Assembly, New York Declaration for Refugees and Migrants, 2016: https://www.iom.int/sites/default/files/our_work/ODG/GCM/NY_Declaration.pdf

establishing a GoE, tasked with providing guidance and input into its design and content. The GoE consisted of representatives from the GLO.ACT project, partners and implementing agencies IOM, UNODC, and UNICEF, as well as other UN organizations (Office of the High Commissioner for Human Rights (OHCHR), UNHCR, and International Labour Organization (ILO)), a representative from the donor, (the EU), a survivor representative and member of the US Advisory Council on Human Trafficking; and three external experts well known in their respective fields (psychosocial assistance, health, and law enforcement), and one CSO, VIVO International. In addition to this CSO, the project's identified beneficiaries (governments and CSOs), were largely not represented although there was general consensus of interviewees that the Handbook responded well to their needs.

2. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended?

Finding: The expected outcome and output of the Handbook remains extremely valid as reflected in the expansion of the Handbook. There was increasing interest and demand for its content from practitioners, academics and from MS and the DoMV model has been validated by research carried out. However, the outcome as detailed in the RM was too distant to the project, which essentially produced an output, the Handbook. Together with the lack of a theory of change for the project, this made it difficult to connect the output to the described outcomes, particularly within the given project time-frame.

As mentioned above, high level of interest (from practitioners, academics and from MS, as reported by IOM staff) in the Handbook as an operational tool responding to the reality of increased mixed migration flows was found. The Handbook was seen to provide a comprehensive framework for analysis of the vulnerability of migrants on the basis of the interaction of factors at four levels. It was the DoMV model's ability to analyse the dynamic nature of interplay of factors at any one time and the universality of that approach which confirmed its relevance as an operational tool, according to interviewees. This was supported by research conducted by IOM, the University of Bedfordshire and supported by the UK Home Office, in a study on migrant vulnerability in the context of human trafficking⁷. The research validated the universality of the model, applying it to three different countries (Albania, Nigeria and Vietnam) with different demographics testing the model's ability to analyse migrant vulnerability to different circumstances in any given migration corridor. The model was found to be particularly useful in outlining identifying risk and protective factors at the structural level of communities and household, going beyond that of the individual approach (which can inadvertently lead to 'victim blaming')⁸. It was also noted that the model can address upstream interventions and also act as a broad tool to potentially effect policy change if used strategically.

⁷ 'Between Two Fires': Understanding Vulnerabilities and the Support Needs of People from Albania, Viet Nam and Nigeria who have experienced Human Trafficking into the UK, (2019), University of Bedfordshire and IOM.

⁸ Ibid.

Relevance of Results based matrix and Vertical logic analysis: The RM was developed with one outcome, (see Figure 1), one output and three supporting activities, developed to support the Objective: “To contribute to the Global Action to prevent and address trafficking in human beings and the smuggling of migrants”.

The IDF project was part of the much larger GLO.ACT project for which the RM was developed. To this end the IDF project had one outcome: “Governments and civil society partners have the skills to identify and screen migrants for vulnerabilities, including adult and children trafficked victims and smuggled migrants, and refer them to the relevant service providers for protection and assistance, in line with international standards”.

During implementation the scope of the project changed and the output expanded within the project timeframe. This resulted in the originally-intended output being completed within the project timeframe but not the expanded output. There was no Theory of Change developed outside that of the RM in the original project document and this was not adapted as the project evolved which meant this in turn limited the scope of the evaluation to look at outcomes and impact.

However, the vertical logic supporting the RM is not fully appropriate for the project as the timeframe is too great compared to the actual project time available. The RM was developed for the larger GLO.ACT project of which the IDF project is a small contributing component. While the objective and outcome are correct for the GloAct project they are too challenging for this project to achieve in the timeframe given. Additional time would be needed to achieve the Outcome and there are no details of how the outcome will be achieved, aside from an indicator of training of the beneficiaries through the GLO.ACT project.

Given that the project only partially managed to reach the outcome level, causality analysis was not a major component of the analysis.

The (expanded) Handbook was not available for dissemination (only concepts of the Handbook through training). Thus there may be some evidence of the outcome being achieved, i.e.- Governments and beneficiaries who had been involved in training which used components of the Handbook, (such as the example of Kenya, Morocco and Egypt) might have improved skills in identifying and screening migrants and referring them to relevant service providers as a result of the training. However, it is very difficult to ascertain a causal effect resulting from the output; it would be very difficult to isolate which components of the Handbook had been used and how and what impact this had beyond that of the training as a whole.

The project activities and output were consistent with the intended objective and outcome, while partly dependant upon the supporting GLO.ACT strategy. However, as the Handbook changed (expanded but not published) training began using components of the Handbook and opportunities were taken advantage of. The RM remained the same without any strategy to disseminate the completed Handbook, outside of taking advantage of where training was occurring. An additional activity was added to the project, a Massive Open Online Course (MOOC).

Table 5: Evaluation Assessment of the Project Results Matrix Vertical Logic

Vertical Logic	Analysis and Suggestions
<p>Objective: To contribute to the Global Action to prevent and address trafficking in human beings and the smuggling of migrants.</p> <p>Indicator: Percentage of countries assisted that and provide quality, migrant-friendly protective services, in line with international standards</p> <p>Target is a percentage. Baseline: To be determined during baseline assessment.</p>	<p>The objective refers to the GLO.ACT project of which the IDF project and its main contribution of the IDF project was the Handbook. This was challenging to achieve in the timeframe given.</p> <p>The indicator could remain if within an extended timeline.</p>
<p>Outcome: Governments and civil society partners have the skills to identify and screen migrants for vulnerabilities, including adult and children trafficked victims and smuggled migrants, and refer them to the relevant service providers for protection and assistance, in line with international standards.</p> <p>Indicator: Number of trafficked victims, smuggled migrants and other vulnerable migrants identified and assisted by government authorities and civil society organizations (with breakdown by age and gender) from beneficiary countries.</p> <p>Target is an increase. Baseline: To be determined during baseline assessment.</p>	<p>The outcome was relevant but was challenging for the project to achieve in the timeframe given owing to the fact that the Handbook was not available (only concepts through training).</p> <p>The indicator measures the number of vulnerable who have been identified and assisted; this makes a logical jump assuming that government and CSO staff trained would then change their practices. Further, any training carried out was not specifically based on the Handbook, but more so used concepts of it and not all target countries were covered.</p> <p>A more realistic alternative would have been to focus the outcome on integration of the Handbook and model in the practices of countries, for example.</p> <p>“Benefiting countries reference the DoMV model/Handbook as a comprehensive framework for analyzing the vulnerability of migrants in policy making and practice with regard to protection frameworks for migration.”</p>
<p>Output 1.1: International standards in individualized direct assistance are established in the IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability.</p> <p>Indicator: The IOM handbook is available to Government and civil society partners.</p> <p>Baseline: No Target: Yes</p>	<p>The output (the Handbook) was the main focus of the project and its expansion during the project timeframe was not reflected in the RM.</p> <p>The indicator was appropriate for the project but would have needed adapting as the output was changed.</p>

- 3. Is the project aligned with, and supportive of, relevant national priorities?**
4. Are the project's tools relevant to those needs and priorities?

Finding: As the project's main output and tool, the Handbook, has not yet been published and implemented, it is not possible to evaluate the alignment with and support for national needs and priorities. Its relevance (and success), will depend upon how it is rolled out and implemented by migration services of governments and CSOs. However, preliminary findings indicate that the project is well targeted and matched to the needs of the governments and CSOs as described above. Consequently, the Handbook has a high potential to align and support national priorities.

Results from interviewees and the document review indicate that the Handbook was designed to assist national governments, and other stakeholders such as CSOs, to identify and protect migrants in vulnerable situations and to align with their priorities in this area. The Handbook also integrated modalities for coordinating protection and assistance actors at sub-national, national, and regional levels, which is highly relevant to support governments to coordinate assistance and avoid duplication of efforts. This feedback is based on initial piloting and/or training based on the Handbook's content with MS by IOM offices, as seen in Brazil, Morocco, Egypt, East and Horn of Africa to date.

However, the degree of its success will depend on its roll out and implementation, which is yet to occur. Initiatives are underway to align the Handbook to national needs and priorities through training and other related events. For example, in Brazil, in 2018, a draft of the Handbook was used for the development of a national Protocol on Assistance for Migrants in Vulnerable Situations accompanied by a training session designed for those working on direct assistance with vulnerable migrants. Decision-makers from 12 different services signed a 'commitment letter' to implement the Protocol⁹. In the East and Horn of Africa, a regional workshop was given by IOM to governments and CSOs of Ethiopia, Somalia, Tanzania and Djibouti which presented the DoMV framework for feedback. The workshop supported the Handbook in the development of related guidance and training materials by identifying gaps on identification, referral and protection of vulnerable migrants in the East and Horn of Africa, as well as documenting best practices for a regional compendium of standards and good practices.¹⁰

5. Were the management practices appropriate for achieving the expected outcomes?

Finding: Inclusive and positive management practices were well followed by the project manager and the potential of the Handbook capitalized upon as the project developed.

⁹ <https://www.iom.int/news/protocol-assistance-migrants-vulnerable-situations-signed-foz-do-iguacu-brazil>

¹⁰ Regional technical workshop on improving identification and referral of migrants in vulnerable situations in the Horn of Africa, 20-21 March 2018, Nairobi Kenya, Workshop Report.

This evaluation found that considerable effort was made to capitalise on the Handbook and its potential as the project was being developed, as illustrated by its expansion from one to four levels as described above. The inclusion of a GoE as integral to the Handbook's development was cited by interviewees as a positive example of inclusive management practices.

A request for flexibility within the budget was granted, which allowed the project manager to attend conferences to promote the DoMV model and other Handbook content. Another example of positive management practice was the presentation of the model and public sharing of the Handbook's content for both feedback and visibility, as detailed further under question 17 below.

6. How adequately were human rights and gender equality taken into consideration during the project design and implementation?

Finding: Both gender and human rights were very well incorporated into project design; both are also integral to the themes of the Handbook. However, it is not possible to say how well they are integrated in its roll-out (given that the Handbook is not yet published).

Gender relevance: Overall, the evaluation found that gender was well incorporated into the design of the Handbook, which is reflected in the content of the first section. Provision was made for migrants' needs and this could be linked to their gender and how this would affect responses. For example the consideration of gender based violence in the chapter on health. Reference was also made to the fact that support workers and vulnerable migrants should be of the same gender or that migrants should have choices in who provides them with services.

The Handbook's model was also seen to successfully challenge the idea of gender as a determinant of vulnerability *per se* (i.e. to be a female is to be vulnerable); more so, showing it to be a factor to be considered contextually and in relation to other factors. As research confirmed, (applied in the context of trafficking), the model also allowed gender to be drawn out beyond the individual to the structural, looking at what harmful social norms and practices exist and how they can intersect with human trafficking in a gender-specific way.¹¹

It was not yet possible to assess how the gender dimension is mainstreamed in its roll-out as the Handbook is not yet published. Interviewees stressed that care would have to be taken with regard to the sensitivity of its use, especially within different country contexts given issues of gender and sexual orientation.

Human Rights relevance: Human rights were found to be at the core of the Handbook: 'IOM's approach to migrant vulnerability is rooted in the belief that the

¹¹ Between Two Fires': Understanding Vulnerabilities and the Support Needs of People from Albania, Viet Nam and Nigeria who have experienced Human Trafficking into the UK, (2019), University of Bedfordshire and IOM.

human rights of all people...should be upheld and promoted' (advanced copy, 2018, page 5). An inclusive and consultative approach was taken during project design to ensure that human rights was integrated throughout the Handbook and that it references normative human rights and respects the legal framework that supports existing categories of migrants and refugees (an obligation which was stressed at the first meeting of GoE¹²). This was seen in the references throughout the first section of the Handbook to the many human rights protocols, declaration and conventions. There was also broad agreement by IOM and stakeholders interviewed that a 'balance' had been reached between the authors of the Handbook and UN agencies with human rights mandates as to the terminology of who is a migrant and how the Handbook references the normative human rights framework.

7. Is the project in line with IOM/IOM Development Fund priorities and criteria?

Finding: The project was well-aligned to IOM and the Fund's priorities and criteria. The project supported several of IOM's current strategic focuses and responded to the Fund's eligibility criteria.

The project was found to support several of IOM's current strategic focuses¹³; notably:

- No. 3: 'To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters'
- No. 6: 'To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing'
- No. 11: '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'.

The project also supports IOM's Migration Governance Framework (MIGOF), notably through Principle 1 'Adherence to international standards and the fulfilment of migrants' rights' and Objective 1 'Good migration governance and related policy should seek to advance the socioeconomic well-being of migrants and society'.

Concerning the Fund's eligibility criteria¹⁴, the project responded to key criteria, such as that the project has a capacity-building element and has shown its ability to raise future and joint funding (e.g. additional funding from EU via the GLO.ACT project to support the development of the additional Handbook chapters and funding from the

¹² See Minutes of first GoE meeting, Casablanca, 28th-29th March, 2017.

¹³ IOM mission and strategic focus: https://www.iom.int/sites/default/files/about-iom/iom_strategic_focus_en.pdf

¹⁴ Fund eligibility criteria: <https://developmentfund.iom.int/eligibility-criteria>

United Kingdom Department of International Development (DFID) to develop in-person and online training to support roll-out).

5.2. Effectiveness

Rating – 3 – Good

The project demonstrated mixed results with regard to effectiveness. As the Handbook has not yet been published or distributed, it is not possible to determine how effective it is. However, initial feedback indicated that the project could be potentially very effective, achieving more than was initially planned, already going beyond selected GLO.ACT countries, and with the possibility to deliver a high level of benefits to stakeholders and beneficiaries. The RM was outcome orientated and it was difficult to connect the output (the Handbook) to beneficiary impact as required by the RM.

8. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?

Finding: Although the project's outcome has not been fully achieved within the project timeframe, the project's output has gone on to exceed its original aim thereby increasing the overall potential for much greater effectiveness, as demonstrated by its high level of relevance.

The main objective and outcome (see Result Matrix elements below) were seen to be partially achieved. It is not possible to identify how many migrants benefited from assistance under this project as the indicator linked to the outcome referred to the GLO.ACT project of which the Handbook is a small component. The identification of 754 individuals in project reporting as an 'increase in the number of trafficked victims, smuggled migrants and other vulnerable migrants identified and assisted by government authorities and CSOs in beneficiary countries' (the target), who have been helped by the project', refers to those helped by the GLO.ACT project. Therefore the IDF project could not have been the sole contributor to this outcome (as the Handbook has yet to be published and disseminated, rather some content has been used in training and piloting in select countries) and would be one influence amongst others (i.e. infrastructure in place, coordination mechanisms, policy framework, etc.). The evaluation did find examples where key concepts of the Handbook were already helping with the identification of migrants, as in the example of Morocco and Egypt.

The main output (1.1) as originally planned was achieved (although not yet published and distributed). The scope of the Handbook was expanded during the project timeframe. The original concept focused on migrant vulnerability model and the individual level. In response to the outcome of the second GoE meeting, it was recommended that additional content be added to address determinants of vulnerability and appropriate programmatic responses at additional three levels (family/household, community and structural). As a consequence, the first section of the Handbook (model and individual level) was completed within the project

timeframe but the overall Handbook is in the final stages of publication. However, the change to the output was not reflected in any modification to the RM.

The following table provides an assessment and analysis of the level of achievement of the RM.

Table 6: Assessment and analysis of Results Matrix

Results Matrix element	Level of achievement	Analysis
Objective: To contribute to the Global Action to prevent and address trafficking in human beings and the smuggling of migrants.	Partially achieved	<p>The objective refers to the GLO.ACT project. It is relevant for the output, but it is very distant from it.</p> <p>The indicator includes the number of countries selected (six) from an initial 12.</p>
1. Outcome: Governments and civil society partners have the skills to identify and screen migrants for vulnerabilities, including adult and children trafficked victims and smuggled migrants, and refer them to the relevant service providers for protection and assistance, in line with international standards.	Partially achieved	<p>The outcome is distant from the project and challenging to measure and connect to the output within the timeframe.</p> <p>The assumption of the outcome is that government and CSOs are trained in target countries which then adapt their services.</p> <p>Training to date has included components of the Handbook (as seen in Brazil and Morocco as well as other non-GLO.ACT countries, such as East/Horn of Africa) with some adaption to policies and services seen (e.g. Brazil).</p>
Output 1.1: International standards in individualized direct assistance are established in the IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability.	Nearly achieved	<p>The first section of the Handbook (the original output) and annex is completed but is not yet available to governments and CSOs (as per output indicator) except for some through an advanced draft copy. It is on track to being fully achieved.</p>
Activity 1: Establish a group of experts to consult on the development of the IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability.	Achieved	<p>A group of experts was formed over the 18 month-period of the Handbook development. Consultation took the form of two meetings in Morocco and Brussels, over two days. Members were prepared with pre-reading and discussed the outline of the Handbook and made decisions as to its final content. Consultation also took the form of 1-1 meetings and a supplementary readers group</p>

		was formed.
Activity 2: Draft handbook and validate with group of experts.	Achieved	In response to the consultation and subsequent input of stakeholders to the project design process, the decision was made to expand the Handbook from one to four parts. The first section was drafted (individual level and DoMV) and an external supplier was commissioned to draft the remainder of the Handbook. The table of contents and new outline of the Handbook was validated by the GoE.
Activity 3: Publish and disseminate hard and soft copies of the handbook in English.	Partially achieved	A soft launch of the first section of the Handbook, (Individual level) took place in Morocco as a side event of the Global Compact on Migration (8.12.18) in which advance draft copies were made available.
Activity 4: Disseminate the standards enshrined in the annex to the Handbook on vulnerable migrant children by supporting the development of the Massive Open Online Course (MOOC) focusing on appropriate care for children in the context of international migration	Achieved	The MOOC is available and online for use.

As mentioned in the above table, this evaluation found that the set objective and outcome were distant from the project output (the Handbook) and could not be achieved within the set timeframe. In order for the stated objective to be met a logic intervention / theory of change would have been required, with accompanying activities, describing how the outcome would be achieved within the timeframe. Alternatively, a more realistic objective and interim outcome linked to the output could have been set (discussed further in conclusions and recommendations).

9. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?

Finding: The evaluation found good partnerships with project implementing partners. Collaboration and coordination with stakeholders/experts in specialized areas was also constructive. There was little involvement of target beneficiaries (i.e. government and CSOs) in the project process, beyond the participation of one CSO in the GoE.

As noted by a number of interviewees, good collaboration between project partners, (UNICEF and UNODC), and stakeholders was found to be essential to the success of the project. IOM worked closely with UNODC as the main implementer of the

GLO.ACT project. UNODC supported IOM as the Handbook changed in terms of scope and timeframe, reallocating funding to support its completion. IOM also worked closely with UNICEF to produce the annex for the Handbook, 'Guidance for the Protection, care and Assistance of vulnerable Child Migrants'. It was not possible to interview anyone from UNICEF, but according to other interviewees and project data, collaboration was effective, and the annex was produced on time, with an additional activity added, a MOOC. Two interviewees reported a strengthened interagency cooperation beyond the scope of the project as a result of working closely together.

As noted by one external interviewee, IOM could have produced the Handbook alone but chose to include a wide range of experts and stakeholders, notably through the GoE. As such, the project was, collaborative by design. According to interviewees, initial meetings with stakeholders/experts were tense as organisations debated the parameters of the project and, in particular, different human rights terminologies and normative frameworks. Feedback from interviewees indicate that over the period of the project timeframe, relationships were strengthened, supported by one-on-one meetings together with the dedication and perseverance of the project manager.

According to the project documentation and interviewees, there was little involvement of target beneficiaries (i.e. government and CSOs) in the project process, beyond the participation of one CSO in the GoE (as noted above, in terms of migrant beneficiaries, a survivor of human trafficking was part of the GoE). Through the training and events where the Handbook and the DoMV model were presented and discussed, feedback was provided by beneficiaries, for example in East/Horn of Africa.

10. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?

Finding: Factors which have influenced the project positively were: cross-organisational working within IOM; IOM human resources and flexibility; collaborative and inclusive management approach; visibility and support afforded as being part of the larger GLO.ACT project; growing momentum and interest in the subject areas; and sustained donor support and interest. The factors which have influenced the project negatively were: an inadequate RM; changing of target countries; and lack of documented plans for roll-out.

The following positive factors of influence were identified:

Internal:

- **Cross organizational working within IOM:** The formation of the GoE allowed the involvement of different IOM staff members to become involved and work together, which was seen as particularly effective for the project, particularly the inclusion of regional technical experts.
- **IOM human resources and flexibility:** The flexible and committed approach of IOM staff involved in the project and in particular the approach of the project

manager, working in a context in which the project scope changed, was seen as a very positive influence on the project's achievements and key to its success.

- **Collaborative and inclusive management approach:** The management approach encouraged collaboration and inclusion, as seen with the involvement of the GoE. Links were made to other initiatives to raise the profile of the project and feedback was sought on the Handbook's content from a wide range of stakeholders all which strengthened the relevance of the Handbook.
- **Being part of a bigger project:** GLO.ACT provided a larger platform and visibility for the Handbook. This also helped accelerate progress towards the development of a more ambitious Handbook as well as securing funding for its expansion.

External:

- **Growing momentum and interest:** As described above, the nature of mixed migration flows has increased the need for guidance on protection and assistance for migrants in vulnerable situations. This also corresponded with increased global activity on migration and vulnerability as seen in the Global Compact on Migration and the MIGOF.
- **Sustained donor support:** The interest and support of donors (such as the EU and UK DFID) has been a positive influence and facilitator of the project's success.

The following negative factors of influence were identified:

Internal:

- **Inadequate RM:** the RM for the project was not able to accurately represent the connection between its outputs and expected outcomes, as described above. For example, with the timeframe not updated and new outputs added or modified, it was less clear for those outside of the project.
- **Changing of target countries:** The reduction of target countries from 12 to six after the first year potentially hindered any momentum built with these countries (although no major activities were known to have been carried out in these countries in the first year)¹⁵.
- **Lack of roll-out plans:** As the project covered only the design and creation of the Handbook, limited documentation was seen on the roll-out of the Handbook that will be key to its long-term success. More so, different follow-up activities were mentioned, such as ongoing and new training rather than an overall plan for roll-out.

¹⁵According to the project manager, during the first year of the project it was not clear how many countries IOM would become operational in the overall GLO.ACT project. In the second year it became clear that IOM would limit operational activities to six countries due to limited funding.

11. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?

Finding: It is not possible to fully assess the factors which are or could prevent partners and beneficiaries (and IOM as an institution) from accessing the Handbook and related services as it has not yet been made widely accessible. However, access to the Handbook's content has been positively encouraged by the project by using concepts of the handbook to inform training and events.

The expanded scope of the Handbook as described above, has meant that it is not yet available in its complete form to the majority of potential beneficiaries. Therefore, the expanded scope did limit initial access, but it is anticipated that this scope will increase the relevance of the Handbook as described above. At the same time, the finalized sections of the Handbook and the DoMV model have been promoted to select target beneficiaries through national and regional trainings as seen in the examples mentioned above in East/Horn of Africa, Brazil and Morocco.

A potential limitation to the widespread use of the Handbook was the need for translation, as the Handbook publication will initially be limited to English, French and Spanish versions. However, additional funding for extra translations was secured from some country programmes (e.g. for a Russian version).

If IOM can be considered as a beneficiary itself, it was commented that there will need to be further work to ensure that the DoMV model is accessible, adopted and institutionalized widely across the organization.

5.3. Efficiency and cost effectiveness

Rating – 5 – Excellent

The project was found to have been overall very cost effective, benefitting from the larger GLO.ACT project through human and financial resources with some costs covered by other funding streams. Although the output was not delivered on time, due to the increased scope of the project and other factors, it was shown to support the development of a significant workstream within the Migrant Protection and Assistance Division. In this sense, it was found to be an excellent example of seed funding.

12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?

Finding: The project has been overall very cost effective, with the IDF funding of \$50,000 helping to produce a much more comprehensive resource than was initially planned. As part of the larger GLO.ACT project, the Handbook benefited from additional human and financial resources and has gone on to leverage additional funding streams.

The project achieved its foreseen output (Section 1 of the Handbook), within the allocated budget of \$50,000 (although is yet to be published and distributed to MS). The potential value for money is high if the expanded Handbook does become a cornerstone for migrant vulnerability assessment as interviewees predict it will. Financial support for the project was twofold: the core IDF funding of \$50,000 and the GLO.ACT funding for the larger programme, of which the IDF project provided the mandatory 10 per cent of co-funding for the EU.

According to the budget, the IDF funding covered 70 per cent of the fees of the consultant who drafted the first section of the Handbook, (\$ 45,000 and the GLO.ACT project paid for the remainder of the consultant's fees, \$ 20,000). Staff costs (i.e. project manager) were not covered by the funding. GLO.ACT funding also covered the costs of the GoE meetings, (estimated at \$ 60,000) which were essential for the success of the project and the costs so far as incurred by field testing of the associated tools.

Therefore, the project is assessed as being very cost effective as without the first section the subsequent chapters of the Handbook would not have been possible; this is also considering that the project has developed into a new work stream with funding.

13. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities?

Finding: The overall management of the project was efficient. As the scope of the Handbook changed and increased, the timeframe extended in accordance and coupled with other factors and deadlines were not met. However, the Handbook, as initially foreseen (Section 1) was completed within the project timeframe, although not printed and distributed and this was reported throughout the progress reports.

The management of the project, carried out largely by one project manager, was found to be efficient and adopted a collaborative and inclusive style of management, as described above. The finalisation of the Handbook was delayed for a number of reasons, including the absence of the project manager due to maternity leave, a change of project staff at UNODC, and the decision to expand the content of the Handbook. The collaborative approach, as seen through the use of the GoE, also meant that extra time was needed to gather their feedback and incorporate it in the Handbook. This resulted in the deadlines set in the initial project timeframe not being met, although these delays were explained in the interim reports submitted every six months during the project.

The efficiency of the overall management of the project was impressive from the point of view of its ability to adapt to the changing circumstances and opportunities afforded by the expansion of the Handbook. Interim reports and the final report were submitted on time, (with final sign off, requiring Regional Accounting Support (RAS) approval), between 1 month and 4 months over the `report due date`.

However, the original workplan did not have any activities relating to the dissemination/ training and was not updated to indicate the change in the new context. The change in the output (the decision to expand the Handbook), and the subsequent delay was not reflected in the timeline nor the workplan, in part a result of changes having occurred in the third quarter of the project.

The delay in the output led to a distance between the output and the outcome which was too great to be reached, as noted earlier. There was no activity or activity timeline for training which could have helped understand the extent to which the outcome was on track to be reached, and could have been revised as the output changed.

Although training activities were not included in the workplan and there was no dissemination strategy available for this, training was occurring in an `ad hoc` manner utilizing the opportunities available such as planned GloAct training and in country programmes (e.g. Horn / East Africa) where there had been contact to incorporate concepts of the Handbook where possible.

14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension? If so, why?

Finding: The project resources were monitored and reported every six months as part of the project reporting requirements. The changes to the project's activities were only partially explained in the reporting. The project did not require a no-cost or costed extension.

The monitoring of the project was carried out and reported in a six months report as required by the donor project reporting requirements. Aside from this reporting, no other formal type of monitoring/tracking was seen, although the project manager was monitoring informally all activities within her capacities (considering other work priorities and the expanding scope of the project).

The changes to the project's activities were only partially explained in the reporting. For example, a Guidance Note on 'Planning Effective Responses to Protection and Assistance' was reported as being developed in the first two six-month reports but its status was neither explained in the final report nor listed as an output.

As indicated in the project proposal `No additional evaluation activities are foreseen for this report outside that of GLO.ACT.' An analysis of what monitoring was undertaken relevant to the project outside that of documentation submitted is beyond the scope of this evaluation, (and there is no mention of monitoring relating to the IDF project within GLO.ACT evaluation). According to the financial documentation available (PRISM) project resources were monitored through the project budget which was revised to include a new activity. No additional monitoring tools were used. However, there was no monitoring tools to track expenditure on training or the consultancy fees outside of that allocated by the project, (which was only a part of the full cost).

Budget analysis: The project was allocated \$50,000, which according to the Final financial report was spent. The table below shows the breakdown of spending comparing the proposed budget with the actual budget spent, (as indicated by the revision of expenditure `based on Available Budget`.) Project revision documentation noted the inclusion of the new activity, `Support to MOOC platform` and expenditure of \$5000 to the development of the MOOC in order to disseminate Annex 1 `Protection and assistance to migrant children`, which is also noted in the third Interim report. The change in publication expenditure is also noted explicitly in the revised project budget but there is no further explanation.

Table 7: Comparison between the Proposed budget and the actual budget spent

Expenditure item	Proposed budget	Actual expenditure	Change in indicated in documentation?	Comment
Program assistant	5,000	5,000	n/a	
Publication	15,000	10,000	Yes, the change in publication costs is mentioned in interim report 3.	
Consultant	30,000	30,000	n/a	Consultancy fees were further supplemented by GloAct budget but this was not noted in project documentation.
Support to MOOC platform	0	5,000	Yes the change is indicated in Project revision notes.	

15. Were the costs proportionate to the results achieved?

Finding: The results achieved by the Handbook were found to be well beyond the costs expended by the \$ 50,000 IDF project. This initial seed funding facilitated the securing of additional funding.

This evaluation found that the results achieved were well beyond the costs expended. The Handbook was developed with the \$ 50,000 budget and was found to have the potential for a long-term impact on approaches to support vulnerable migrants with promising indications of successful results. This initial seed funding from the Fund facilitated the securing of additional funding. This is detailed further in the next sections.

5.4. Outcomes and impact

Rating – Not possible to rate but potential very high

The outcomes and impact of the Handbook could not be fully measured as it has not yet been published or implemented. Initial findings on impact were very positive and *potential* impact and outcomes promising given the strength of interest and demand from beneficiaries, stakeholders and the academic community, as described above and according to interviewees. This potential impact was confirmed by the final independent evaluation of the overall GLO.ACT project:

*'It is important to highlight that possibly GLO.ACT work will continue to influence the agenda in the future through for example the IOM Handbook on Assistance and Protection to Migrants Vulnerable to Violence, which some respondents believed will shape future approaches to vulnerable migrants.'*¹⁶

16. Which positive/negative and intended/unintended effects/changes are visible (short and long-term changes)?

17. Can those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?

Finding: Although the Handbook has not yet been published, some short term changes were visible. These could be attributed to the project and may result in potentially long-term positive implications. They include: changing the practice of some IOM field staff with regard to identification, protection and assistance of vulnerable migrants; supporting coordination efforts with the EU; and influencing ideas and approaches to migrant vulnerability.

Data collected showed that IOM field staff in countries such as Morocco, Kenya and Egypt were using elements of the Handbook as a result of its incorporation into training and the development of a screening tool. In particular, they were using it with regard to the identification, protection and assistance of vulnerable migrants. In Morocco, the Handbook was used to design a training module with the Ministry of Health which is also being rolled out in Algeria, Egypt and Sudan.

Further evidence indicated that the Handbook was already helping accelerate a systematic approach to the treatment of vulnerable migrants globally across the IOM. For example, a new module was created to enter migrant vulnerability data on MIMOSA (an IOM case management system) on migrant vulnerability. Screening forms have also been developed to identify migrants vulnerable to violence, exploitation and abuse based on the Handbook.

The development of the Handbook was seen as effective in raising the profile of IOM and helping the organization support coordination efforts on migrant protection. For

¹⁶ UNODC, (2019) Final in-depth evaluation - Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT) (Draft), p. 8

example, the project's work informed meetings such as EU - IOM Strategic Cooperation, Expert Meeting on Protection in Mixed Migration Contexts with a follow-up meeting planned.

The Handbook's influence was also demonstrated through the number of articles produced internally and externally for panels and conferences. For example, a paper was developed for input to the process of developing the Global Compact on Migration, another presented at IOM's Standing Committee on Programmes and Finances, 'Understanding migrant vulnerabilities and capacities: A framework for analysis and programming' (June 2017) as well as at the international conference 'Beyond Crisis: Rethinking Refugee Studies' at Oxford University (March 2017).

5.5. Sustainability

Rating – 4 – Very good

The overall consensus from interviewees, substantiated by the research, was that the general principals and *modus operandi* of the Handbook produced a dynamic universal model capable of being used for many years. While there were no explicit sustainability measures built into the project or a documented roll-out plan, some training and roll out was partly covered by the larger GLO.ACT project and additional funding had been secured.

18. Did the project take specific measures to guarantee sustainability?

Finding: The project did not have any specific sustainability measures built into it. There was no documented action plan to guide its roll-out, dissemination and implementation. At the same time, the Handbook and model has been designed to be sustainable for the years ahead.

The benefits generated by the project have not yet been fully realized but research indicated that once finalised, it could be a sustainable resource. Additional funding secured included: EU via GLO.ACT project in East Africa¹⁷ and the Trust Fund in West Africa. DFID has provided funding for IOM to develop in-person and online training curricula to support the roll-out of the Handbook. The challenge seen for sustainability was the lack of a documented action plan to guide the roll-out, dissemination and implementation of the Handbook and its model.

As a dynamic model, the Handbook was designed to have resonance at four levels as described above. It was not seen as tied to particular policies or legislation which could become outdated. The universality of the model was also verified in the research conducted (see above).

19. Have the benefits generated by the project and its integration in national/local structures continued once external support ceased?

Finding: As the Handbook was not yet widely available, it was too early to assess

¹⁷ See: <https://www.giz.de/en/worldwide/40602.html>

the benefits generated and its integration into national/local structures. Use of the Handbook by select IOM offices has shown positive initial results in this direction.

Benefits generated by the project were limited due to the fact that the main output was not yet integrated into national/local structures. Examples of countries using elements of the Handbook as described above illustrated the potential for integration although it is not yet widespread.

6. Conclusions and recommendations

The project being evaluated focused on producing one main output, the IOM Handbook on Assistance and Protection of Vulnerable Migrants, which was a small part of the larger GLO.ACT project. The scope of the Handbook changed significantly during the project's timeframe delaying its publication. However, the expanded Handbook was regarded as a universal and comprehensive resource, better matching the needs of beneficiaries, according to interviewees. It was seen as having the potential to both change the way governments identify vulnerability in the migrant population and provide more effective operational and programmatic responses, as well as to strengthen the overall position and standing of IOM as an international actor on migration. A second phase of GLO.ACT has been funded for the next four years, and envisages using the Handbook's content. Given the small expenditure, \$50,000, if this potential is met, value for money would be considerable. Successful implementation will depend largely on the follow-up and roll-out of the Handbook with national governments, CSOs and within the IOM, a point emphasized in the following conclusions and recommendations (with intended users indicated).

A. Project design: The RM required the project to make unrealistic 'leaps' in terms of what the output could contribute to the outcome within the timeframe. The absence of a theory of change / intervention logic meant that the steps from the outputs to what it could achieve were not set out clearly and were challenging to trace within the project timeframe.

Recommendations

For all IOM units implementing IDF projects:

- Ensure that the RM realistically matches what can be achieved from the output(s) to the outcome(s); implying a longer timeframe if necessary.
- Where the timeframe is limited, introduce outcomes that could be realistically achieved and measured¹⁸.
- A theory of change should be developed prior to each IDF project to 'test' the intervention limits and set accurate parameters for what can be achieved.

¹⁸ As an example, for this project, appropriate interim outcomes could include: (1) select IOM offices have used the Handbook in the identification, assistance and protection of migrants in vulnerable situations; (2) EG and/or benefiting countries reference the DoMV model/Handbook as a comprehensive framework for analyzing the vulnerability of migrants in policy making and practice with regard to protection frameworks for migration.

- Ensure that any changes to the RM (such as seen for the main output in this project) are coordinated with the Fund, submitted through a revision process on PRIMA, and reported accordingly.

B. Roll-out and implementation: The project focused on the design and creation of the Handbook and was carried out in a collaborative and inclusive manner, which is regarded as key to its success. The evaluation did not see a comprehensive plan describing the intended roll-out and implementation. While the project was accepted as part of a larger GLO.ACT strategy, it would have benefited from a separate roll-out plan and implementation strategy.

Recommendations

For all IOM units implementing IDF projects:

- IDF projects should have a sustainability plan as part of the final report¹⁹, particularly where this aspect is key to the project's success and falls outside of its timeline (as was the case for this project).

For the implementation of this project, the following actions are suggested (for MPA):

- Create a detailed action plan supported by resources for implementation/roll-out.
- In order to ensure relevance to national contexts, consider using national coordination mechanisms on migration as an entry point for the Handbook and training, using local technical experts to decide how it can be rolled out, based on country priorities.
- Consider the ongoing role of donors and key stakeholders in the dissemination, promotion and support of the Handbook, associated guidelines and training.
- Carry out an internal study on how the Handbook and DoMV model can be institutionalized across IOM policies and practices.
- Consider mandatory training on the DoMV model for all IOM staff dealing with migrant protection and assistance in order to strengthen institutional approach.

C. Sustainability: Although it was too early for the project to focus on sustainability, it was found to be key to the project's continued success. Several recommendations are made to foster sustainability, for this and other future projects.

Recommendations:

For the Fund and all IOM units implementing IDF projects:

- Consider the possibility of a second phase of projects through donor funding to secure progress made in the initial period and build on the momentum and interest generated; this would require donor outreach during the project.

For MPA:

- Ensure that the Handbook, and related tools, are updated regularly and create an online repository consisting of tools, guidance and related policies and good practices 'inspired' by the Handbook and model.

¹⁹ The current final report template has a section on follow-up but for this project describes more the potential impact of the project rather than setting out follow-up actions.

D. Evaluating outcomes: As stated in the findings, this evaluation found that reaching the set objective and outcomes for this project within the timeframe was only partially possible. However, the final project output was seen to likely contribute to the set outcome but only over an extended period of time (i.e. two-three years). Given this potential, it would be important to track its progress towards outcome through systematic monitoring and evaluation.

Recommendations:

For MPA:

- Introduce regular monitoring of use and impact of the Handbook and model both at the country level, (with governments, CSOs, and IOM offices), and within IOM itself.
- For the Fund:
- Consider carrying out another evaluation in two-three years to focus on measuring the contribution of the Handbook to the set objective and outcome, i.e. to ascertain to what extent has it been adopted, used, integrated within migration services, policies and practices and how have migrants ultimately benefited.

6.1. Lessons Identified

The following lessons were identified that could be of use for future IDF-funded and/or similar projects:

- The dissemination of the concept of the Handbook, the DoMV model began before the Handbook was finished, which helped to accelerate the project and create interest.
- The Handbook benefited considerably from the field experience of the project manager and the secondment of an experienced staff member who also had many years of field experience to support the project. In addition it also received input from regional specialists, which was regarded as key to the relevance and usability of the Handbook.
- The collaborative and inclusive management process to develop the Handbook was key to the relevance and potential usefulness of the Handbook.
- The integration of the IDF project within the larger GLO.ACT project allowed it to capitalise on potential synergies in promotion, visibility and funding.
- The GoE was productive through setting clear expectations and commitments for members in a terms of reference.
- Where difficulties arose regarding potential conflicts between organisations with overlapping mandates, extra efforts were made by the project manager to ensure that these issues were mitigated accordingly so that they did not impede the participation or input of any organisation in the process.

Annex One: Evaluation terms of reference

EX -POST EVALUATION OF: Setting Standards on Protection and Assistance to Vulnerable Migrants in Support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants. [CT 0985]

I. Evaluation context

This IDF-funded project complemented IOM's partnerships with the United Nations Office on Drugs and Crime (UNODC) in the context of the Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants (GLO.ACT). The GLO.ACT is a four-year joint initiative by the European Union and UNODC being implemented in partnership with the International Organization for Migration (IOM) and the United Nations Children's Fund (UNICEF).

The objective of the GLO.ACT was to prevent and address trafficking in human beings and the smuggling of migrants by assisting 13 strategically selected countries across Africa, Asia, Eastern Europe and Latin America in developing and implementing comprehensive national counter-trafficking and smuggling responses and strengthening their capacities to efficiently address these issues and the inter-linkages between them, including at transnational level and in cooperation with the civil society. GLO.ACT has a six-pronged intervention strategy as follows:

- i) To assist beneficiary countries to develop and/or strengthen national strategies and policies to prevent and address human trafficking and migrant smuggling.
- ii) To assist beneficiary countries to bring national legal frameworks in line with international standards and other good practices.
- iii) To assist beneficiary countries to strengthen their criminal justice response to trafficking in persons and migrant smuggling.
- iv) To assist beneficiary countries to strengthen regional and trans-regional cooperation in criminal matters related to trafficking in human beings and migrant smuggling.
- v) To assist beneficiary countries to develop assistance and support programmes for victims of trafficking and protect the rights of vulnerable migrants, such as smuggled migrants.
- vi) To assist beneficiary countries to develop frameworks for protection and assistance of children among trafficked victims and smuggled migrants within child protection systems.

IOM was responsible for the implementation of the fifth component on assisting beneficiary countries to develop assistance and support programmes for victims of trafficking and to protect the rights of vulnerable migrants such as smuggled migrants, and for contributing to the development of frameworks for protection and assistance of children amongst trafficked victims and smuggled migrants within child

protection systems. More precisely, this IDF-funded project contributed to the development of the IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability and related technical guidance on migrant assistance and protection.

II. Evaluation purpose

This evaluation will generate findings, conclusions and recommendations, which will serve as valuable inputs for the IOM Development Fund (“the Fund” or IDF), the relevant IOM country office(s) and for involved stakeholders to improve their future programming and strengthen their ability to deliver high results. It will be carried out in line with the Fund’s guidelines, which recommend an evaluation between 6 months to 12 months after the project completion.

This external independent evaluation will be conducted by Glenn O’Neill, Patricia Goldschmid and Sharon McClenaghan of the evaluation consultancy, Owl RE, Geneva, Switzerland. Owl RE has not been involved in the project formulation, planning and implementation and will provide an independent analysis, findings and recommendations.

III. Evaluation Scope

The scope of this evaluation will encompass the **outcome and objective level** of the results and cover the project implementation from the beginning until the time of the evaluation. Outputs will not be examined explicitly, but implicitly with the review of the achievements of the project’s outcomes and objectives. Stakeholders will be consulted for the evaluation, including IOM staff managing the project, partners and beneficiaries.

The evaluation will cover both globally and the geographic targeted counties of the project: Belarus, Brazil, Laos PDR, Mali, Morocco, and South Africa. The evaluation will cover the time period of the project’s duration from 01-10-2016 – 30-09.2018.

IV. Evaluation Criteria

In response to the evaluation purpose as stated above, the evaluation will look into the five OECD/DAC main evaluation criteria (relevance, effectiveness, efficiency, impacts/outcomes and sustainability), in addition to the cross-cutting themes of human rights and gender equality.

V. Evaluation questions

Based on the evaluation criteria, a set of evaluation questions are proposed that will be used across all Fund project evaluations. These questions will be matched to indicators, tools and sources in an evaluation matrix that will be detailed in the Inception Report.

Criteria	Key Evaluation Questions
Relevance	1.To what extent were the needs of stakeholders and beneficiaries taken into account during project design? 2. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended? 3.Is the project aligned with, and supportive of, relevant national priorities? 4. Are the project’s tools relevant to those needs and priorities?

	<p>5. Were the management practices appropriate for achieving the expected outcomes?</p> <p>6. Is the project in line with the IOM/IOM Development Fund priorities and criteria?</p>
Effectiveness	<p>7. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?</p> <p>8. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?</p> <p>9. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?</p> <p>10. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?</p>
Efficiency and Cost effectiveness	<p>11. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?</p> <p>12. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities?</p> <p>13. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why?</p> <p>14. Were the costs proportionate to the results achieved?</p>
Outcome and Impacts	<p>15. Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)?</p> <p>16. Were results achieved in adherence to equity, gender equality and other human rights? And how sustainable are these likely to be?</p> <p>17. Can those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?</p>
Sustainability	<p>18. Did the project take specific measures to guarantee sustainability?</p> <p>19. Have the benefits generated by the project continued once external support ceased?</p> <p>20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?</p> <p>21. Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?</p> <p>22. How far was the project embedded in institutional structures and thus sustained beyond the life of the project?</p> <p>23. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?</p>

Cross-cutting themes	<p>24. To what extent has the project followed MA/59: Guidelines on Implementing the IOM Programme Policy on Migrants and Gender Issues and MA/62: Guide on Gender Indicators for Project Development?</p> <p>25. Was the project designed and planned, taking into consideration a gender analysis and needs assessment?</p> <p>26. During data collection (if carried out during implementation), were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries?</p> <p>27. If personal data was collected or otherwise processed during implementation of the projects, has this been done in accordance with IOM's Data Protection Principles?</p> <p>28. If greater gender equality was created through the project, has there been increased gender equality beyond project completion?</p> <p>29. Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status)?</p> <p>30. How were the various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?</p>
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VI. Evaluation methodology

For the purpose of this evaluation, it is expected that the evaluator will apply the following methods for data collection and analysis:

Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications and other materials identified;
- Key informant interviews with the project stakeholders to document both qualitative and quantitative information;

Data analysis:

- The evaluator is expected to analyse the data with both qualitative and quantitative methods appropriate to the data collected.

The methodology will be further described in the Inception Report.

Selection of persons for key informant interviews and discussions

At this stage, the following stakeholders are proposed for KIIs and/or discussions:

Institution type	Stakeholder	Number	Location
UN Agency	UNICEF staff that worked on project	TBD	Geneva, Switzerland or other location
UN Agency	UNODC staff that worked on project	TBD	Vienna, Austria or other locations
IOM	Country offices that used draft guidance	TBD	East Africa and other locations
Academics/practitioners/Civil	Selection that	4-6	Various locations

society	contributed to guidance (members of group of experts)		
Government	Representatives of target governments	TBD	Belarus, Brazil, Laos PDR, Mali, Morocco, and South Africa or other.
Other	Consultants who drafted guidance	2	Various locations

VII. Evaluation deliverables

Deliverables	Schedule of delivery (week beginning)
1. Inception Report finalized	17.6.2019
2. Completed field data collection	01.7.2019
3. De-briefing session with project manager delivered	01.7.2019
4. Draft Evaluation Report and brief power point presentation	08.7.2019
5. Final Evaluation Report	15.7.2019

VIII. Evaluation workplan

Week beginning	June – July 2019					
	10.06.	17.06	24.06	01.07	08.07	15.07
Key tasks	1	2	3	4	5	6
Kick off meeting with project manager; document review; briefing from Fund team						
Drafting and delivery of inception report						
Field data collection (remote interviews)						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report						

Annex Two: Evaluation inception report

1. Introduction and Context

Project for Ex-Post Evaluation	CT.0985: Setting Standards on protection and assistance to vulnerable migrants in support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants
Duration of the Project	24 months
Budget (USD)	\$50,000
Donor	IOM Development Fund (the Fund)
Countries covered	Belarus , Brazil, Lao People's Democratic Republic , Morocco, Mali, South Africa
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	01-10-2016 – 30-09.2018

This document is an inception report produced for the International Development Fund of (the Fund) International Organization for Migration (IOM) in the ex-post evaluation of CT.0985: *Setting Standards on protection and assistance to vulnerable migrants in support of the Global Action to Prevent and Address Trafficking in persons and the Smuggling of Migrants*. This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, this project complemented IOM's partnerships with the United Nations Office on Drugs and Crime (UNODC) in the context of the Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants (GLO.ACT). The GLO.ACT is a four-year joint initiative by the European Union and UNODC being implemented in partnership with the International Organization for Migration (IOM) and the United Nations Children's Fund (UNICEF).

The objective of the GLO.ACT was to prevent and address trafficking in human beings and the smuggling of migrants by assisting 13 strategically selected countries across Africa, Asia, Eastern Europe and Latin America in developing and implementing comprehensive national counter-trafficking and smuggling responses and strengthening their capacities to efficiently address these issues and the inter-linkages between them, including at transnational level and in cooperation with the civil society. GLO.ACT has a six-pronged intervention strategy as follows:

- i) To assist beneficiary countries to develop and/or strengthen national strategies and policies to prevent and address human trafficking and migrant smuggling.
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- vi) To assist beneficiary countries to develop frameworks for protection and assistance of children among trafficked victims and smuggled migrants within child protection systems.

IOM was responsible for the implementation of the fifth component on assisting beneficiary countries to develop assistance and support programmes for victims of trafficking and to protect the rights of vulnerable migrants such as smuggled migrants, and for contributing to the development of frameworks for protection and assistance of children amongst trafficked victims and smuggled migrants within child protection systems. More precisely, the project financed by the Fund contributed to the development of the IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability and related technical guidance on migrant assistance and protection.

2. Purpose and Objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the projects to its stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the projects, and if the desired effects are sustainable, and/or have the prospects of sustainability, (following the DAC evaluation criteria²⁰).

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgments about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results based management.

The primary objectives of the evaluation are to:

²⁰ Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

- (i) Assess the relevance of the project's intended results;
- (j) Assess the Theory of Change;
- (k) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (l) Assess the efficiency and cost-effectiveness of project implementation;
- (m) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;
- (n) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
- (o) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (p) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see annex 1: Evaluation matrix).

3. Methodology

The evaluation framework will focus on the standard DAC criteria and cross-cutting themes criteria, supported by standard tools (i.e. evaluation checklist and interview guide – see annexes 3 and 4) and will take place over a period of six weeks. The evaluation will take a participatory approach involving and consulting with the relevant stakeholders in the different steps of the evaluation and integrating this approach into the methodology as far as is feasible. It will use a mixed methods approach and cross validate evaluation findings through the triangulation process, where possible.

3.1. Research methods/tools

Research tools will be both quantitative and qualitative and will be used across the different themes and questions. The following table provides further information on these tools and how they will be deployed.

Tool	Description	Information Source
<i>Document review</i>	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, feedback reports on workshops, publications, guidelines, etc.
<i>Interviews internal</i>	Some 10 semi-structured interviews using an interview guide	In person or by telephone <ul style="list-style-type: none"> - Fund staff - IOM programme staff, and country office programme

		staff
<i>Interviews external</i>	Some 20 semi-structured interviews using an interview guide	By telephone: <ul style="list-style-type: none"> - UNICEF - UNODC - Government officials involved in the project - Civil society grant partners in Brazil Mali and Morocco - Members of expert groups - 2 consultants
<i>Survey / Questionnaire (feasibility to be discussed with project manager)</i>	Survey of target country staff that participated in training	<ul style="list-style-type: none"> - Beneficiaries (Government and civil society) in countries trained on tools and guidance

3.2. Sampling

Overall sampling will be purposeful in that the stakeholders will be selected for the evaluation based on their involvement as staff, consultants, experts, partners or beneficiaries of the project. If a survey is carried out, the approach will be to aim for a maximum number of responses (and not a random sampling) given the relatively small number of potential survey respondents. The selection of participating stakeholders will also be representative, to ensure that a balance is found in terms of gender, race/ethnicity, age range and other project-specific criteria.

3.3. Analysis

The findings from the desk review, key informant interviews and survey will be collated and analysed using appropriate quantitative and qualitative techniques and the evaluation criteria used will be rated by the evaluators based on the scale in the table below, with supporting evidence described. Where the evidence is weak or limited, it will be stated.

Findings will be used to assess the achievements of results as articulated in the Results Matrix, both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria.

Evaluation Scaling	Criteria	Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	<i>Supporting evidence will be detailed for each rating given.</i>

4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining.	
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement.	
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required.	
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution.	

3.4. Limitations and proposed mitigation strategies

The following limitations have been identified with accompanying mitigation strategies to minimise the impact described where possible. If it is not possible to fully rectify the limitations identified, findings will have to be reached based on partial information. Where this occurs the evaluation will seek to be transparent about the limitations of the evaluation and to describe how these may have affected the overall findings, conclusions and recommendations.

(a) Timing: IOM staff / stakeholders and beneficiaries might not be available at all times to provide inputs

Mitigation strategy: Early and close involvement of the project manager to help coordinate meetings and ensure availability of key stakeholders.

(b) General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.

Mitigation strategy: Triangulation with other data gathering tools from different sources will help address data gaps.

(c) Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.

Mitigation strategy: Anonymizing sources if necessary.

(d) General bias in the application of causality analysis

Mitigation strategy: Judgements will be informed by the team and all findings will be reviewed jointly; main evidence for ratings will be described.

4. Workplan

The workplan is divided into three phases, covering a six-week period:

Phase 1 – Inception: An initial meeting with the project manager and IOM Development Fund staff to discuss the evaluation framework, identify stakeholders

and to ensure involvement and ownership from the start. From this, a methodology, timeline, standard tools and evaluation approach are developed and detailed in the inception report (this document).

Phase 2 – Data collection: During the second phase of the evaluation all relevant project data will be collected and reviewed. Interviews will be undertaken (Geneva based and remote), and a questionnaire/ survey will be carried with a sample of identified beneficiaries (target countries).

Phase 3 - Reporting writing and presentation: During the final phase collected data will be analysed and a report drafted for validation. The results of the evaluation will be disseminated by means of a report and a presentation made to the evaluation users.

The key tasks and timing are described in the following table:

Week beginning	June – July 2019					
	10.06.	17.06	24.06	01.07	08.07	15.07
Key tasks	1	2	3	4	5	6
Kick off meeting with Fund staff and project manager; document review						
Drafting and delivery of inception report						
Data collection						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report						

4.1. Team management

The Owl RE team will be led by Glenn O’Neil with all three members of the team (Glenn O’Neil, Patricia Goldschmid, and Sharon McClenaghan) carrying out the ex-post evaluation.

5. Deliverables

The following deliverables (draft and final), are foreseen for the consultancy: Inception report (this document), Executive summary, (2 pages) and Evaluation report.

Deliverables	Schedule of delivery (week beginning)
6. Inception Report finalized	17.6.2019
7. Completed field data collection	01.7.2019
8. De-briefing session with project manager delivered	01.7.2019
9. Draft Evaluation Report and brief power point presentation	08.7.2019
10. Executive Summary and Final Evaluation Report	15.7.2019

Annex One: Evaluation Matrix

The following evaluation questions/indicators will guide the evaluation. Those marked in **colour** will be given priority for this evaluation. Sub-questions are for this evaluation only.

Key Evaluation Questions	Indicators	Data Collection Tools	Sources of Information
RELEVANCE			
1. To what extent were the needs of stakeholders and beneficiaries taken into account during project design?	Needs of stakeholders and beneficiaries reflected in project design (as seen in project documentation).	Document review Interviews	Project documentation (PRIMA) Group of experts Beneficiaries
1.2. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended?	Outcomes and outputs compared to those originally planned.	Document review Interviews	Project documentation IOM project manager Interviews external (UNICEF UNODCO)
1.3. Is the project aligned with, and supportive of, relevant national priorities?	Alignment of project outputs and outcomes with national priorities identified.	Document review Interviews	Documentation at national level IOM country programme staff Representatives of National Governments
1.4. Are the project's tools relevant to those needs and priorities?	Level of relevance of project tools to identified needs and priorities.	Document review Interviews	
1.5. Were the management practices appropriate for achieving the expected outcomes?	Extent to which project management practices are appropriate for achieving expected outcomes.	Document review Interviews	
1.6. Is the project in line with IOM/IOM Development Fund priorities and criteria?	Adherence to IOM's/ IOM Development fund mandates and strategic goals.	Document review Interviews	Fund eligibility criteria Fund staff Project manager
EFFECTIVENESS			
2.1. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	Extent to which project outputs and outcomes have been achieved. Level of effectiveness of the projects' outcomes rated by the stakeholders and beneficiaries.	Document review Interviews Survey	Project documentation including results based matrix Project beneficiaries
2.2. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?	Extent of effectiveness of process of collaboration and coordination with partners and stakeholders. Level of Involvement of target beneficiaries in collaboration and coordination processes.	Interviews Survey	Project partners (UNICEF UNODOC) Expert groups Consultants

2.3 What major internal and external factors have influenced (positively or negatively) the achievement of the project' s objectives and how have they been managed?	.Identification of influential a) internal factors (positive and negative) and b) external factors (positive and negative).	Interviews	Project manager Project partners
2,4 . Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?	Identification of factors which prevented/impacted beneficiaries and partners from accessing results/services/ products.	Interviews	Project partners
Efficiency and Cost effectiveness			
3.1.How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?	Extent to which the resources required for project activities could have achieved the same results with less inputs/funds, on a sustainable basis. Level of budget variance: actual budget vs projected budget.	Document review Interviews	Project documentation -budget Project manager
3.2.How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities. Level of efficiency of project management rated by the stakeholders and beneficiaries	Document review Interviews	Project documentation Project partners Project manager
3.3.Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated	Document review Interview	Project documentation Project manager and Fund
3.4.Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	Project documentation Project manager Project partners
Outcome and Impacts			
4.1 Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)? from external factors?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended).	Document review Interviews Survey	Project related documentation Project partners Beneficiaries
4.2 Were results achieved in adherence to equity, gender equality and other human rights? And how sustainable are these likely to be?	Extent to results achieved adherence to equity, gender equality and other human rights and their sustainability.	Document review Interviews	Project documentation Group of experts

4.3 Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution	Estimation of contribution of project and identified external factors.	Interviews	Project manager Project partners Beneficiaries
Sustainability			
5.1 Did the project take specific measures to guarantee sustainability?	Number of documented specific measures taken to ensure sustainability.	Document review Interviews	Project documentation Project manager Project partners Consultants
5.2. Have the benefits generated by the project continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	Beneficiaries
5.3 Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?	Extent of support by national /local institutions and degree of integration.	Interviews	Beneficiaries
5.4 Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?	Extent of level of financial capacity of partners and ability to maintain project in the future	Interviews	Beneficiaries
5.5 How far was the project embedded in institutional structures and thus sustained beyond the life of the project?	Degree of embeddedness of project into institutional structures and likelihood of sustainability.	Interviews Documentation	Beneficiaries Project related documentation
5.6 Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	Numbers of qualified human resources sufficient to continue delivering project benefits.	Interviews Documentation	
Cross Cutting Criteria			
6.1 To what extent has the project followed MA/59: Guidelines on Implementing the IOM Programme Policy on Migrants and Gender Issues and MA/62: Guide on Gender Indicators for Project Development?	Extent to which project has followed MA/59 and MA/62.	Document review	MA/59: Guidelines on Implementing the IOM Programme Policy on Migrants and Gender Issues and MA/62: Guide on Gender Indicators for Project Development
6.2 Was the project designed and planned, taking into consideration a gender analysis and needs assessment?	Identification and use of a gender analysis and needs assessment	Document review	IOM Guidance for Addressing Gender in Evaluations
6.3 During data collection (if carried out during implementation), were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries?	Extent to which persons interviewed during data collection were representative of all project partners and beneficiaries		
6.4 If personal data was collected or otherwise processed during	Extent to which data collection adhered to	Document review	Data Protection Principles

implementation of the projects, has this been done in accordance with IOM's Data Protection Principles?	IOM's Data Protection Principles		
6.5 If greater gender equality was created through the project, has there been increased gender equality beyond project completion?	Extent to which gender equality created being sustained beyond the project.		
6.6 Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status)?	Extent of data disaggregation by age, disability, gender, displacement, ethnicity, nationality, migration status.		
6.7 How were the various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?	Level and quality of involvement of stakeholders in designing and/or implementing the project.	Interviews	Project manager Consultant Group of Experts

Annex Two: Draft structure for evaluation report

1. Executive summary
2. List of acronyms
3. Introduction
4. Context and purpose of the evaluation
 - context
 - evaluation purpose
 - evaluation scope
 - evaluation criteria
5. Evaluation framework and methodology
 - Data sources and collection
 - Data analysis
 - Sampling
 - Limitations and proposed mitigation strategies
6. Findings

7. Conclusions and recommendations

8. Annexes:

- Evaluation terms of reference;
- Evaluation inception report;
- Evaluation matrix;
- List of persons interviewed or consulted;
- List of documents/publications consulted;
- Research instruments used (interview guidelines, survey, etc).

Annex Three: Interview guide

This guide is intended for interviews with internal and external stakeholders. The questions will be adapted on the basis of the persons being interviewed and the project being evaluated.

Text in [square brackets] are instructions to the interviewer (team member carrying out interview).

Text in [square brackets] are instructions to the interviewer (team member carrying out interview)

General

1. Please briefly explain your work at IOM/external organisation (and how long have you been in this position?).
2. What has been your role and involvement in the project being evaluated?

Effectiveness

3. Did the project produce the intended results? If so, for whom, and to what extent?
[If necessary prompt the interviewee with anticipated results from results matrix/plan]
4. What role did collaboration and coordination play in the project's achievements?
[With regard to partners, target beneficiaries, other stakeholders]
5. What would you describe as the factors that facilitated the project's achievements?
[Classify by internal or external]
6. What would you describe as the factors that hindered the project's achievements?

7. How adequate was consideration of the human rights and gender equality made during project implementation?

[Classify by internal or external]

Relevance

8. How relevant was the project to the needs and priorities of stakeholders and beneficiaries?
9. How relevant was the project to national priorities?
10. How adequate was consideration of the human rights and gender equality made during the project design?
11. To what extent is the project still valid?

Efficiency and Cost Efficiency

12. To what extent did the project represent the best possible use of available resources to achieve results of the greatest possible value to stakeholders and beneficiaries involved?
13. How well was the project implemented; were all inputs delivered on time?
14. Has been your role and involvement in the project being evaluated?

Outcomes and Impacts

15. What would you describe as the positive changes resulting from the project in the short term and longer term?
[Classify by intended or unintended]
16. What would you describe as the negative impacts of the project in the short term and longer term?
[Classify by intended or unintended]

Sustainability

17. How likely are the benefits of the project to continue and what are the main factors that influence the achievement or non-achievement of project sustainability?
18. How well has the project been supported by national/local institutions and how well is it integrated?
19. To what extent have the partners and beneficiaries been able to 'own' the outcomes of the project post funding?

Other

20. What would you recommend for the continued success for this project's results (and other similar)?

21. What would you say are the main lessons learnt from this project? 1) for the management of the project and 2) the results achieved?

Any other comments.

Annex Four: Checklist for evaluation

Following is a checklist that will be followed by the evaluation team for the evaluation.

#	Step	Yes / No Partially (specify date)	Explanation / comment
<i>Inception and preparatory phase</i>			
1.	Initial briefing from Fund team		
2.	Document review by Owl RE team		
3.	Kick-off meeting with project manager		
4.	Creation of inception report		
5.	Validation of inception report by project manager		
6.	Validation of inception report by Fund team		
7.	Creation of country visit schedule by project manager		
8.	Reception and comment on visit schedule by the evaluation team		
<i>Data collection phase - country visit</i>			
9.	Initial briefing with IOM manager/staff		
10.	Data collection conducted with main stakeholder groups		
11.	Feedback presentation/discussion with IOM manager/staff at conclusion of country visit		
<i>Analysis and reporting phase</i>			
12.	Compilation and analysis of data /information.		
13.	Quality control check of evidence by evaluation		

	team leader		
14.	Submission of draft report to project manager and Fund team		
15.	Reception of comments from project manager and Fund team		
16.	Consideration of comments received and evaluation report adjusted		
17.	Validation of final report by project manager		
18.	Validation of final report by Fund team		

Annex Three: Project timeline

Re-constructed timeline by the evaluation team

2016

1st October IDF Project initiated

2017

- February: Group of Experts selected
- February: Consultant employed to write first part of Handbook
- 28 -29 March: first GoE meeting, Morocco
- 18 – 19 July: International Dialogue on Migration, Understanding migrant vulnerabilities: A solution-based approach towards a global compact that reduces vulnerabilities and empowers migrants, Geneva.
- 23 -24 November: Second GoE meeting, Brussels. Annotated Table of Contents for the Handbook and Annotated Outline of Appendices validated by the GoE.
- September 2017: Patrick Burland joins IOM and begins a joint research project with the University of Bedfordshire testing the relevance of the MoDV model.

2018

- March: Regional technical workshop on improving identification and referral of migrants in vulnerable situations in the Horn of Africa, Nairobi in which the theoretical framework discussed and training of trainers
- June: Protocol on Assistance for Migrants in Vulnerable Situations signed in Brazil. The protocol was based on the draft Handbook
- June: The first parts of the Handbook were sent to editing
- September: Text finalized and sent for layout
- **30th September 2018 IDF funded project formally ends**
- November: Merits Partnership are commissioned to develop the remaining chapters of the IOM Handbook
- 8 December: Soft Launch of Section 1 of the Handbook, Part i and part ii in Marrakesh, Morocco. A limited print of an advance copy was prepared to facilitate the launch.

2019

- 11 April: EU - IOM Strategic Cooperation Expert Meeting on Protection in Mixed Migration Contexts, Brussels
- July: Handbook, 90% finished, in the final stage of publishing

Annex Four: List of persons interviewed or consulted

IOM staff

- Zahra Atbi, Programme Assistant, IOM, Morocco
- Patrick Burland, Senior Project officer, IOM, UK
- Mariela Guajardo, Programme coordinator, Nairobi, currently seconded GloAct Consultant
- Sarah Hayes, Egypt Migrant Protection coordinator, IOM, Cairo
- Jennifer Hollings, EU and Regional Programme Development Officer, IOM, Brussels
- Tim Howe, Senior Regional Thematic specialist, IOM Regional Office for East and Horn of Africa, Nairobi
- Erica Kaefer, Project Coordinator, IOM, Brazil
- Junaid Khan, Programme officer, IOM, Cairo
- Heather Komenda, Migrant Protection and Assistance Specialist, Migrant Protection and Assistance Division, IOM, Geneva (Project Manager for this project)
- Mathieu Luciano, Head of the Assistance to Vulnerable Migrants Unit, IOM, Geneva

In addition, Alessia Castelfranco and Margaux Casagrande of the Fund briefed and liaised with the evaluation team.

External stakeholders

- Harold D'Souza, Survivor, United States Advisory Council on Human Trafficking
- Sarah Elliott, Legal Officer, UNHCR, UK
- Euridice Marquez, Coordinator of GLO.ACT, UNODC, Vienna
- Katy Robjant, Vivo International
- Lara Quarterman, independent consultant, UK

Annex Five: List of documents/publications consulted

- The Global Compact for Safe, Orderly and Regular Migration, 2016
- IOM Fund eligibility criteria (undated)
- IOM mission and strategic focus (undated)
- IOM Handbook on Direct Assistance for Victims of Trafficking, 2007
- IOM (Heather Komenda), Understanding migrant vulnerabilities and capacities: a framework for analysis and programming, paper presented to Conference, 'Beyond Crisis: Rethinking Refugee Studies' Oxford University, IOM, March 2017.
- IOM (Heather Komenda), Understanding migrant vulnerabilities and capacities', Paper presented, Salaya Trafficking Seminar, Conference on Migrant Vulnerabilities, Bangkok, Thailand 21-22 June 2017.
- IOM, Understanding migrant vulnerabilities and capacities: A framework for analysis and programming, Standing Committee on programmes and finance, Twentieth Session, June 2017.
- IOM, International Dialogue on Migration 2017, Understanding migrant vulnerabilities: A solution-based approach towards a global compact that reduces vulnerabilities and empowers migrants, 18 – 19 July 2017, Geneva
- IOM, Operational tools to address and reduce vulnerabilities in migration, Side event to the intergovernmental conference on the global compact for migration , 8th December 2018.
- IOM, reducing vulnerabilities and empowering migrants, The determinants of migrant vulnerability model as an analytical and programmatic tool for the East and Horn of Africa, 2018.
- IOM Handbook on the Protection and Assistance of Migrants in Situations of Vulnerability, (final draft), 2019
- IOM, Protection of the human rights and fundamental freedoms of migrants and the specific needs of migrants in vulnerable situations, Global Compact Thematic Paper, (undated).
- Organisation for Economic Co-operation and Development - Development Assistance Committee; DAC Criteria for Evaluating Development Assistance
- University of Bedfordshire and IOM, 'Between Two Fires': Understanding Vulnerabilities and the Support Needs of People from Albania, Viet Nam and Nigeria who have experienced Human Trafficking into the UK, 2019
- UN General Assembly, New York Declaration for Refugees and Migrants, 2016
- UNODC, Final in-depth evaluation - Global Action against Trafficking in Persons and Smuggling of Migrants (GLO.ACT) (Draft), 2019.
- Veronika Flegar, Asiel- & Migrantenrecht, Unpacking UNHCR's and IOM's Policy Label for Being Deserving of Protection and Assistance, Who is Deemed Vulnerable in the Governance of Migration? 2018.

Project documentation:

- Fund Project proposal, 2014
- Interim project reports, 12.05.2017, 11.12.2017, 27.06.2018 and Final report, 19.12.2018.
- Draft table of contents: Handbook on the protection and assistance of vulnerable migrants
- Group of experts meeting documents, Meeting 1 and Meeting 2,
- Terms of reference: Group of experts on assistance to vulnerable migrants, Final Annex iv
- Regional Technical Workshop on Improving Identification and Referral of Migrants in Vulnerable Situations in the Horn of Africa, 20-21 March 2018, Nairobi, Concept note and Workshop report.