



# EVALUATION BRIEF

[FEBRUARY 2021]

## [FINAL EVALUATION OF THE PROJECT “CAPACITY ENHANCEMENT FOR INSTITUTIONALIZED VICTIM CENTERED INVESTIGATIONS AND PROSECUTION OF TRAFFICKING IN PERSONS CASES IN SOUTH AFRICA” ]

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

**Evaluation type:** Internal independent final evaluation

**Evaluator:** Rogers MUTIE,  
Regional M&E Officer,  
IOM Regional Office in Pretoria

**Field visit dates:** November/December 2020

**Final report date:** February 2021

**Commissioned by:** [IOM Mission in South Africa]

**Managed by:** [Resh MEHTA, Project Manager]

**Evaluation purpose:** [The evaluation served a dual purpose: accountability and, learning. The main objective was therefore “to assess the extent of project's performance and delivery and generate learning that can be applied to future similar projects.”]

**Evaluation criteria:** [Relevance, coherence, effectiveness, efficiency, impact, and sustainability.]

**Evaluation methodology:** [Document review, semi-structured Key Informant interviews, and direct observations]

### Project information:

Geographical coverage: [South Africa]

Project type: [Counter-trafficking]

Project code: [CT.1075]

Gender marker: [Not marked at the time]

Project period: [6/1/2017 – 5/31/2020 ]

Donor: [US Government (JTIP)]

Budget: [USD 500,000]

## PROJECT SUMMARY

The ‘Capacity Enhancement for Institutionalized Victim Centered Investigations and Prosecution of Trafficking in Persons Cases in South Africa’ project built upon IOM South Africa’s work in Counter trafficking, that dates back to 2004. It complemented the mission’s efforts to support the Government of the Republic of South Africa in meeting the growing operational challenges related to human mobility, advance the understanding of migration issues and, ultimately assure the human dignity and wellbeing of migrants particularly those in vulnerable situations. The project was designed to meet these broad goals using a two-prong approach: *strengthening stakeholder coordination and increasing knowledge, skills and capacity in management of Trafficking in Persons (TIP)*. The three-year initiative was funded by the United States Department of State Office to Monitor and Combat Trafficking in Persons and actively engaged a broad range of government departments with roles in combatting TIP, at both national and provin-

cial level. It also engaged a number of Civil Society Organizations (NGOs) that run programmes related counter trafficking or support to Victims of Trafficking.

The foremost project activities involved:

- ⇒ Development of Standard Operating Procedures (SOPs) to strengthen stakeholder coordination in TIP management and victim care,
- ⇒ Development of departmental training manuals in TIP that can sustainably be used to advance the understanding of TIP in the long term, and,
- ⇒ Providing direct assistance to a limited number Victims Of Trafficking (VOT).

## KEY FINDINGS & CONCLUSIONS

The evaluation found a very high level of **relevance and coherence** in the design and delivery of project outputs. There were specific and unanimously agreed on gaps that the project was clearly responding to namely: the poor understanding of TIP matters among officials, the lack of a common standard operating procedures to guide TIP operations and victim management, the relatively poor coordination amongst actors in TIP management at provincial level and with national level, among others. Nearly 100% of interviewed stakeholders strongly agree that IOM's work was useful and timely for the TIP challenges of the day. The project provided a direct solution to nearly all the mentioned gaps. The project aligned well to the national TIP Act and its subsequent National Policy Framework in addition to other relevant national, regional and global frameworks and instruments.

On **effectiveness**, the project scores well in the delivery of activities and outputs. There are however limitations in regard to the contribution to outcome and overall objective level results, partially because the project output delivery took place at the very end of the project. The project fared well on project management **efficiency** and time use efficiency. It is noteworthy that despite an initial nearly year long delay in project kickoff, latter change in project leadership managed to fast track implementation and the project was poised to be finalized relatively on time, if the COVID-19 crises and subsequent national lockdown had not hit. Resource use efficiency varies, with weaknesses noted in budget line allocation and in project staffing.

Though too early judge on **impact and sustainability**, there is a fairly good performance on these aspects too. The very participatory nature of project implementation enhanced ownership and, efforts to strengthen TIP structures and institutional arrangements have a positive bearing (potentially) on sustainability. The evaluation, however, also identifies key threats to sustainability namely uncertain sustained funding/resourcing for TIP activities, still weak coordination among stakeholders in some of the

provinces, among others. Though stakeholders report improvements in all four areas of holistic TIP management (Prevention, Protection, Prosecution, Partnership) the project's contribution is only **partial, indirect and at this time only prospective**. This is because most of the outputs are yet to be applied or widely used to more visibly spur change. The real impact of IOM's work can only be objectively verifiable overtime.

Having reviewed all the evidence, the evaluation concluded that this was a successful project in terms of the **strategic foundations** it had laid for improved TIP management in the country namely: the capacitation and creation of capacity building materials owned by stakeholders and, the creation of a tool that can foster both stakeholder coordination and improve victim care and referral i.e. the SOPs. These are legacy documents/interventions that the project will be remembered for. Future success, however, only lies on if these foundations are built upon i.e. capacitation and knowledge transfer continues to reach a wider section of officials, and that SOPs are continuously used.

## KEY RECOMMENDATIONS

The evaluation recommends:

- Continuity in stakeholder engagement and in active programming to capitalize on the gains made, and on the good will that currently exists. It will also widen the scale of reach to guarantee more widespread results.
- Though some results are evident, reaching a critical mass is key to a sustained change. Public education especially needs some attention as well as increasing the proportion of officials with knowledge and skills especially in the frontline areas.
- It is also recommended that IOM identifies new strategies for action such as engagement with higher and political levels.
- The evaluation also calls for greater capacity building for IOM South Africa teams to strengthen capacities in view of the greater TIP programming challenge ahead.