

MEDIA COALITION AND AWARENESS TO HALT HUMAN TRAFFICKING

[MeCAHT]



Evaluation Report of the Project “To fight and prevent human trafficking in Nigeria”

July 2016

ACRONYMS AND ABBREVIATIONS

| | | |
|---------|---|--------------------------------------------------------------------------------------------------|
| BOD | - | Board of Directors |
| BOT | - | Board of Trustees |
| CAC | - | Corporate Affairs Commission |
| CLAPAI | - | Christ Love and Protection Advocacy Initiative |
| CSO | - | Civil Society Organisation |
| DMCDD | - | Danish Mission Council Development Department |
| ECWA | - | Evangelical Church Winning All |
| FGD | - | Focus Group Discussion |
| FGN | - | Federal Government of Nigeria |
| HT | - | Human Trafficking |
| IOM | - | International Organisation on Migration |
| KIT | - | Kirkernes Integrations Tjeneste |
| M&E | - | Monitoring & Evaluation |
| MDAs | - | Ministries, Departments and Agencies |
| MeCAHT | - | Media Coalition & Awareness to Halt Human Trafficking / Media Campaign Against Human Trafficking |
| NACTAL | - | Network of Civil Society Organisations Against Child Trafficking Abuse and Labour |
| NAPTIP | - | National Agency for the Prohibition of Trafficking in Persons |
| NGO | - | Non-governmental Organisation |
| NSCDC | - | Nigerian Security & Civil Defence Corps |
| REBOWAC | - | Rebuilding the Broken Walls Centre |
| ToR | - | Terms of Reference |
| UNODC | - | United Nations Office on Drug and Crimes |
| WOTCLEF | - | Women Trafficking and Child Labour Eradication Foundation |
| YWAM | - | Youth With A Mission |

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Above all, we give all the thanks, and adoration to Almighty God for his protection during the numerous trips made for the purpose of this evaluation. May His name be praised, both now and forever, amen.

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EXECUTIVE SUMMARY

Evaluation is an integral part of the project cycle. At the very basic level, an evaluation asks whether project objectives have been achieved and makes recommendations for improvement in implementation of future projects. This evaluation is for MeCAHT's project: ***To fight and prevent human trafficking in Nigeria***, implemented from March 2015 – August 2016 in three project states; Kaduna, Plateau, and Oyo. The project focused on preventing human trafficking through creating awareness in the media with the use of media like film, short videos, radio and television programs as well as the print media.

MeCAHT is an international media-driven non-profit organisation working to reduce human trafficking among vulnerable groups in Nigeria, South African and Europe. MeCAHT is an initiative of Media Village, a ministry of Youth With A Mission (YWAM). This initiative is in partnership with KIT. The Danish Mission Council Development Department (DMCDD) Denmark provided funding to MeCAHT for this project.

MeCAHT has implemented its media awareness campaign in phases. This project is the second phase, the awareness phase. The film: **Europe in My Heart** was the main campaign tool used to create awareness in the project. Awareness campaigns were held in ten selected communities in each of the three project states. Two journalists in each of the states were trained to report human trafficking issues. Three state-level conferences were organised to discuss, raise awareness and advocate to key government agencies, lawmakers, top religious leaders, and partner NGOs about the problem of human trafficking.

The purpose of the evaluation was to assess the MeCAHT project so as to use the findings to make recommendations for how MeCAHT can increase its effectiveness and impact in project implementation in the future. The evaluation made assessments and judgement of the project in each of the following six aspects: Effectiveness; Impact; Relevance; Efficiency; Sustainability; Coordination and coherence; and the Internal environment of MeCAHT using organisation assessment approach. A team of two Consultants carried out the evaluation from 16th to 26th of July 2016 covering the three project states.

The evaluation used two main approaches; review of organisation documents, and field visits. The review of documents helped to understand the project design and the expected results, while the field visits provided opportunity to get the perspectives of the stakeholders on the project, and to assess MeCAHT's internal capacity to design, implement, monitor and report development projects. Observation, interview and focus group discussion were the main methods used to gather data and information from 95 respondents across the three states.

Major evaluation findings include:

- a) the purpose of MeCAHT's project is in line with the priority of government, the church development partners, community leaders, and some other key stakeholders.
- b) the socio-economic and political context of the country has not significantly improved, thereby making human trafficking a business thriving on ignorance of the society about its inherent dangers and risks, and awareness is the most effective weapon to combat it.
- c) the video film: **Europe in My Heart**, high-level advocacy, training and media appearances, the main strategies used to create awareness in the project, were effective, but the awareness needs to be sustained for a reasonably long period of time to produce lasting results;

- d) some among the target groups have started to adapt and apply the message of the awareness campaign in various ways at school, at church, and communities to further spread the awareness, which are positive reactions that need to be sustained.
- e) project implementation at community level relied heavily on volunteers whose commitment could not be guaranteed. More so, there was not enough motivation to sustain their interest, hence, their performance was limited.
- f) the project has laid down some legacies that can be used to mobilise funds and to implement similar projects in the future.
- g) the major internal issues which MeCAHT has to address to improve efficiency and effectiveness include: BOT, BOD and Management that are essentially made up of the same set of persons; absence of a strategic plan; inadequate information management system; inadequate staff; inadequate organisational policies and inadequate funds.

The main recommendations put forward in this evaluation include:

- cut down the duration of the awareness film to about 45 minutes, and produce other series of human tracking films that will focus on the other types of human trafficking.
- use the regular media (radio and television) more effectively through sponsored, serialized, and sustained media appearances, jingles, soaps and series. Also, use the social media to reach the target audience in an engaging way.
- Improve collaboration with relevant agencies through formalised sustained engagement.
- develop/review and apply appropriate management tools, policies, procedures and manuals to guide the operations and conduct of human resources in the organisation.
- document and share information and success stories about MeCAHT.

The evaluation report is presented in two parts: the first part assesses the project “**To fight and prevent human trafficking in Nigeria**”, and it is presented in five main sections: Introduction; Methodology; Findings and Analysis; Conclusions; and Recommendations. The second part assesses the internal capacity of MeCAHT. This part is organised and presented under the following four sections: Introduction; Findings and Discussions; Conclusion; and Recommendations. The organisation assessment adds value to this evaluation because it provides opportunity to MeCAHT to engage in institutional capacity strengthening, which if carried out, will increase the efficiency, effectiveness and overall health of the organisation.

1. INTRODUCTION

1.1 Human trafficking

Human trafficking is described as “the recruitment, transportation, transfer, harbouring or receipt of persons by means of threat or use of force or other forms of coercion, abduction, fraud, deception, the abuse of power or of a position of vulnerability or the giving or receiving of payments or benefits to achieve the consent of a person, having control over another person or debt bondage for the purpose of placing or holding the person whether for or not in involuntary servitude (domestic, sexual or reproductive,) in forced or bonded labour, or in slavery-like conditions, the removal of organs or generally for exploitative purposes” (NAPTIP,2015)¹.

Human trafficking is a global concern. Some call it the “Modern-day Slavery”. According to the UN, at least 2.5 million people are trapped in this global crime. It is as if every country in the world is affected by human trafficking; whether as a country of origin, transit or destination for victims. Governments as well as non-governmental organisations all over the world are drawing attention to it and are calling for concerted efforts to bring it to a halt. In 2010, the UN General Assembly adopted the Global Plan of Action to Combat Trafficking in Persons, urging Governments worldwide to take coordinated and consistent measures to defeat this scourge. One of the crucial provisions in the Plan is the establishment of a UN Voluntary Trust Fund for victims of trafficking, especially women and children. And in 2013, the General Assembly held a high-level meeting to appraise the Global Plan of Action. Member States also adopted resolution A/RES/68/192 and designated July 30 as the World Day against Trafficking in Persons to “Raise awareness of the situation of victims of human trafficking and for the promotion and protection of their rights.”

Nigeria is a source, transit, and destination country for trafficked victims especially women and children who are subjected to conditions of forced labour and forced prostitution. Trafficked Nigerian women and children are recruited from rural areas within the country’s borders – women and girls for involuntary domestic servitude and forced commercial sexual exploitation, and boys for forced labour in street vending, domestic servitude, mining, and begging. Nigerian women and children are taken from Nigeria to other West and Central African countries. Children from West African States like Benin, Togo, and Ghana – where Economic Community of West African States (ECOWAS) rules allow for easy entry – are also forced to work in Nigeria, and some are subjected to domestic servitude or engaged in agricultural, construction, quarries and brass melting jobs, mostly in the informal sector. Nigerian young women and girls are also taken to Europe, especially to Italy, and to the Middle East and North Africa, for forced prostitution. Nigerian human trafficking victims have been reported in 20 European countries, including Spain and Germany, and even countries such as France, which are currently rendering assistance to Nigeria to investigate the missing girls.

According to International Labour Organisation (ILO) several factors are named as the root causes of human trafficking. In Nigeria, these factors include:

- a) **Widespread poverty:** about 8 million Nigerian children engaged in exploitative child labour and 40% of Nigerian street children and hawkers are trafficked children due to poverty

¹ Section 82 of Trafficking in Persons (Prohibition) Enforcement and Administration Act, 2015

- b) **Desire to migrate to study & work in the urban city and abroad:** the desire of Nigerian potential victims to migrate is exploited by offenders to recruit and gain initial control or cooperation, only to be replaced by more coercive measures once the victims have been moved to another State or region of the country, which may not always be the one to which they had intended to migrate.
- c) **Conflicts:** In the north-eastern part of Nigeria where there is insurgency, Boko Haram trafficked children and use them as soldiers and militias. They kidnapped young girls, sell them into slavery and forcefully married them.
- d) **Weak Legal System:** porous borders, corrupt government officials, the involvement of international organised criminal groups or networks and limited capacity of or commitment by immigration and law enforcement officers to control borders
- e) **Lack of adequate legislation and of political will** and commitment to enforce existing legislation or mandates.
- f) **The practice of entrusting poor children to more affluent friends or relatives** may create vulnerability. Some parents sell their children, not just for the money, but also in the hope that their children will escape a situation of chronic poverty and move to a place where they will have a better life and more opportunities.

1.2 The fight against human trafficking

The problem of human trafficking is widespread in Nigeria. Both the federal and state governments are making concerted efforts aimed at addressing the problem. Nigeria is currently ranked as a "Tier 2" country by the U.S. State Department's Office of Trafficking in Persons, which portrays a middle range of success in combating human trafficking but with room for improvement. In the year 2003 Nigeria enacted the Trafficking in Persons Law Enforcement and Administration Act, which prohibits all forms of human trafficking. The law was amended in 2005 to increase the penalties for trafficking offenders. The law prescribes penalties of five years' imprisonment or a fine not to exceed N100,000.00 or both for trafficking offenses. These penalties were considered by many as not sufficiently stringent, because the law allows convicted offenders to pay a fine in lieu of prison time for trafficking or attempted trafficking offenses. The amended law in 2015 prescribes penalties of up to 7 years' imprisonment for trafficking offenses or a fine up to N2million, or both.

The Nigeria's 2003 Child Rights Act also criminalizes child trafficking, though only about 23 of the country's 36 states, including the Federal Capital Territory, have domesticated it. According to the Nigerian constitution, laws pertaining to children's rights fall under state purview; therefore, the Child Rights Act must be adopted by individual state legislatures to be fully implemented.

Over the recent past years, the government recorded more convictions of trafficking offenders, improved assistance given to victims, demonstrated strong awareness-raising efforts, and increased funding to its anti-human trafficking organisation, the National Agency for the Prohibition of Trafficking in Persons (NAPTIP). Together with international partners, the government provided specialized training to officials on how to recognize, investigate, and prosecute instances of trafficking. The government reported that between October 2007 and September 2008 it identified 887 trafficking victims, of whom NAPTIP rescued 291, the Immigration Service rescued 215, the Nigerian Police intercepted 304, the Civil Defence Corps intercepted 56, the Federal Road Safety rescued 18, the State Security Service intercepted two, and a Nigerian Embassy rescued one. NAPTIP reported that from February 2008 to February 2009 932 victims -- 387 of whom were children -- received care at its seven shelters.

Efforts by the National Agency for the Prohibition of Trafficking in Persons (NAPTIP) to ensure comprehensive care for victims of human trafficking has received a boost as the Agency, with support of the United Nations Office on Drug and Crimes (UNODC), have launched the

National Referral Mechanism for Protection and Assistance to Trafficked Persons in Nigeria (NRM). The launch of the document was part of the activities of the 2016 World Day Against Human Trafficking in Nigeria by NAPTIP. The NRM Guidelines is to ensure that care givers and other service providers understand and effectively operate within the tenets of NAPTIP in Nigeria. Despite all these achievements, Nigerian government still requires additional resources, international assistance, and the cooperation of all local stakeholders to bring traffickers to justice and send a deterrent signal to other would-be traffickers.

1.3 About MeCAHT

Media Campaign Against Human Trafficking is an international media-driven non-profit organisation working to reduce human trafficking among vulnerable groups in Nigeria, South African and Europe. MeCAHT is an initiative of Media Village which is a ministry of Youth With A Mission (YWAM). This initiative is in partnership with KIT. The Danish Mission Council Development Department (DMCDD) Denmark has provided funding for some of her projects including the one being evaluated. MeCAHT in Nigeria is registered as Media Coalition and Awareness to Halt Human Trafficking.

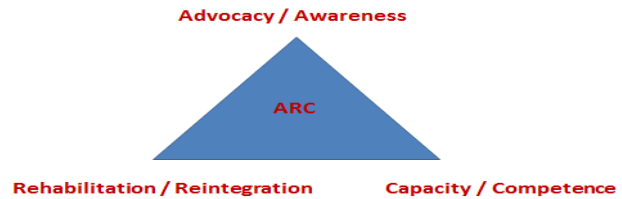
Media Village Nigeria is part of the global network of Media Village, a ministry of Youth With a Mission (YWAM) focused on communication. Media Village Nigeria runs trainings in media productions. Students go through a 3-month training in Nigeria but have to further their education over a four-year course run in modules and get their degree certificate from YWAM University of the Nations anywhere in the world. If the student studies for only two years, s/he gets an Associate of Arts Certificate.

MeCAHT is a faith-based organisation with strategic partners such as CBOs and FBOs. MeCAHT operates in YWAM bases in Nigeria in cities like Ibadan, Kaduna (REBOWAC, Kagoro). Each of the bases is autonomous and is defined by the ministry that the base runs. MeCAHT is registered as a membership organisation, even though it is not in any way run as such. When MeCAHT started, it adopted the constitutions of YWAM because it started as a ministry of YWAM in 2008. But in 2015, MeCAHT got registered as an autonomous NGO with a slightly different constitution, but ultimately, still upholds the foundational values of YWAM. In 2013, the strategic focus of MeCAHT was articulated which includes the mission, vision and values of the organisation. The vision of the organisation, as it is stated currently is, "To reduce the incidence of trafficking in Nigeria and South Africa with partnerships in Europe through the love of Jesus".

1.4 MeCAHT Project

The understanding of effective approach to combating human trafficking by MeCAHT is premised on the tripod of three strategies: Advocacy and Awareness, Rehabilitation and Reintegration, and building Capacity and developing Competence.

The MeCAHT Project has been implemented in phases. The first phase started in 2008 with **Research and Documentation**, which was carried out by training journalists from Nigeria and Germany to exchange reporting skills and to document the issue of human trafficking in the two countries. This phase, which primarily targeted teenage Nigerian girls in Benin City and Frankfurt, has produced 5 mini documentaries. This was done in partnership with the DW-Akademie, Germany and was funded by Germany's Ministry of Foreign Affairs.



The second phase is the **Awareness Campaign**. In 2009, Media Village initiated communication with KIT on possible areas of cooperation. In June that same year, an international partnership workshop took place at Media Village in Jos to describe the awareness phase of the Project. By June 2010, Media Village went into an official partnership with KIT and other organisations in Nigeria to launch a media campaign against human trafficking through this project being evaluated "**To fight and prevent human trafficking in Nigeria**". The project focused on preventing human trafficking through creating awareness in the media with the use of media like film, short videos, radio and television programmes as well as the print media and campaigns in communities. The film: **Europe in My Heart** was produced, 150 volunteers were trained, and 4 village campaigns were held in Edo State.

The third phase had **Rehabilitation and Empowerment** during which MeCAHT established a Safehouse in Nigeria for the rehabilitation of the victims of human trafficking and prostitution.

Phase 4 focused on **Strengthening Intercontinental Networks**. Hence in 2014, MeCAHT organised a 4-day International Conference for Africa on Human Trafficking. The event was held in Cape Town, South Africa and attracted practitioners from 14 different countries across continents like Europe, North America, Pacific and Africa.

The fifth phase, which is the project that this evaluation is all about, is the Interventions in 3 States in Nigeria. With the support of the international partners, MeCAHT intensified awareness and advocacy in Oyo, Kaduna and Plateau States, partnering with each state to implement a one-day state level conference and run awareness campaign in 10 selected villages in each of the states.

1.5 Need for the evaluation

An evaluation is an integral part of the project cycle. Evaluation, if carried out well, can increase transparency and allow all stakeholders to be able to influence the direction and emphasis of the project. MeCAHT chose to conduct a participatory evaluation of the Project to know the extent to which the project objectives have been achieved, and to determine the effectiveness of the strategies employed. Still part of the reasons for the evaluation is to be able to use the findings to make recommendations on how MeCAHT can increase its effectiveness and impact in the future. The evaluation could therefore be viewed as serving two purposes: to strengthen accountability, and to increase learning.

1.6 Evaluation Objectives

The purpose of the evaluation was to conduct a participatory assessment of the impact of MeCAHT Project (To fight and prevent human trafficking in Nigeria) in the last 18 months, and to use these findings to make recommendations for how MeCAHT can increase its effectiveness and impact in the future. Although 18 months is a short time to make significant impact, the specific objectives of the evaluation are to make assessments and judgement of the project in each of the following six aspects: Effectiveness; Impact; Relevance; Efficiency; Sustainability; Coordination and coherence; and the Internal environment of MeCAHT using organisation assessment.

1.7 Evaluation Team

The Evaluation Team comprised two people namely: Francis Ademola, an Organisation and Management Development Consultant – Team Leader; and Francis Osammor – from the National Agency for the Prohibition of Trafficking In Persons, (NAPTIP) – Co- evaluator. Davou S. Dung, MeCAHT Project Manager provided the needed logistics including facilitating visits to the Project States and communities.

1.8 Time frame

The evaluation was conducted over the period of 16th to 26th of July 2016. It commenced with the evaluation team holding planning meetings to share understanding of the scope of work, develop a logical framework for the project, draw and review evaluation questions, and to develop an itinerary for field visits. See [Appendix #2: Evaluation Itinerary for details](#).

1.9 Scope of the evaluation

The target group for the evaluation from which data and information were gathered are the beneficiaries of the project (students, community members,) trained volunteers, policy makers and security agencies and journalists, as well as staff and board members of MeCAHT. The evaluation focused on the implementation of the project “**To fight and prevent human trafficking in Nigeria**” which was implemented from March 2015 – August 2016 in the three project states (Kaduna, Plateau, and Oyo) covered and the organisational capacity of MeCAHT

This evaluation report will be used in discussions among key stakeholders in the programme and the resource team. It is hoped that it will be of interest to Partners and potential funders of the programme

1.10 Size of Sample

The following minimum sample size of respondents were agreed:

- a. 30 Beneficiaries from each of the 3 States
- b. 10 Volunteers from each of the 3 States
- c. 2 Journalists from each of the 3 states
- d. 2 State leaders from each state
- e. 2 Board members
- f. 2 Volunteer staff
- g. 2 Community leaders from each State
- h. 2 Government officials from each state

1.11 Major evaluation questions

The ToR provided key guiding questions for each of the seven aspects that the evaluation is interested in:

1. **Relevance:** How relevant is the project to the priorities and policies of the target group, the local church, the partner etc.?
2. **Effectiveness:** Has the project been effective in achieving the intended project objectives?
3. **Efficiency:** Has the project been efficient in the approach used to pursue the intended objectives?
4. **Impact:** What impact has the project had on beneficiaries and non-beneficiaries?
5. **Sustainability:** Will the benefits of the project be sustained after the end of the project?
6. **Coordination and coherence:** How has the project been integrated with the activities and priorities of other agencies and organisations (including local and national government)?
7. **Internal environment:** How have MeCAHT's structure and internal systems contributed to or hindered the achievement of project/organisational objectives?

These guiding questions were then expanded and organised appropriately for the various categories of stakeholders who were grouped under:

1. MeCAHT Staff and Board members
2. State Coordinators/Teams and Staff
3. Community Volunteers
4. Beneficiaries
5. Journalists
6. Government officials
7. Partner NGOs

See [Annex #1](#) for the detailed evaluation questions.

2. METHODOLOGY

2.1 Evaluation approach

The evaluation was carried out using two approaches: Review of organisation documents, and Field work. The documents reviewed were:

1. Fact sheet about the South Partner organisation
2. Annex 1: Budget Actual
3. Annex 2: Detailed Budget
4. Annex 3: Fact Sheet
5. Annex 4: Project Plan
6. Annex 6: MeCAHT Diagram
7. Project Document
8. Action Plan Summary
9. Awareness Campaign Questionnaire – Pre Film Screening
10. Awareness Campaign Questionnaire – Post Film Screening
11. Media Village Nigeria Strategic Plan
12. Traffic-Proof: Presenter's Manual

Studying these documents helped to formulate, to an extent, a picture of how the project activities were conducted and the results achieved in the project.

Field visits were carried out in all the three states. Selected communities, organisations and individuals were interacted with. The visits were carried out from 18 – 26 July 2016. The Field visits also provided the opportunity to conduct a mini- organisation assessment of MeCAHT, focusing on its internal capacity to design, implement, coordinate, monitor and report development projects. The report of the organisation assessment is presented.

2.2 Field Work Approach

The major methods employed to gather data and information during the field work include Key Informants Interview, especially with journalist, community volunteers, Church and Community Leaders, and government officials. Semi-structured interview was held with the staff and board members of MeCAHT, and Focus group discussions were held with students and teachers where awareness campaigns have been staged. The following approaches were employed for the field work and field interviews of representatives of the benefiting communities and other key informants

2.3 Data collection instrument

Two main information gathering instruments were used during the field work; one is the Evaluation Guiding Questions, which the evaluation team formulated for each category of respondents, focusing on the main aspects of the evaluation: Relevance; Effectiveness; Efficiency; Coordination and Coherence; Impact; and Sustainability. The other is the Mini-Organisation Capacity Assessment Tool administered with the staff and board members of MeCAHT. The organisation capacity assessment tool examined key capacity areas including: governance, leadership and structure; programme development and management; fund development and management; partnership development, collaboration and networking. The

evaluators put the questions directly to the respondents and there were no serious challenges with language, or the need for translation.

2.4 Interview

Interviews were conducted both individually and with groups of respondents. Prepared guiding questions were used to conduct the interviews. Interviews were conducted with community leaders, church leaders, trained journalists, NSCDC official, government official (Department of Social Welfare and Child Development) and volunteers who are members of the state teams. A total of 15 interviews were conducted, five in each state, and a total of 37 persons were involved.

2.5 Focus Group Discussion

Focus group discussions (FGDs) were held with four groups; two schools, and two state teams. A total of 58 persons were involved in the four FGDs. The information collected through this approach was also used to triangulate those from other sources.

2.6 Sampling

Purposive sampling (selection) of communities and respondents was done. To ensure representativeness, samples were taken from across all stakeholders: the church; communities; schools; government MDAs; journalists; volunteers; partner organisation; and individuals. But since there were peculiarities with each state, samples were drawn from where it is possible to have opportunity to meet respondents from the stakeholder groups.

2.7 Challenges and Obstacles of the Evaluation / Key limitations

The main challenge to the evaluation was reaching individuals or groups earmarked for interaction. It was not possible to give long notice to the respondents who were visited during the early part of the field visit. Hence, in some cases, it became necessary to readjust the schedules.

Another challenge was the difficulty to secure audience with government officials that were scheduled for visitation – the Police, Immigration, and relevant Ministry (Department of Women Affairs and Social Affairs). Some of them were not able to confirm our appointments. Notwithstanding, the evaluation team was able to interact with officials in one ministry, and one security agency.

The evaluation took place when the schools were about to close for the session. In some schools, students were no longer coming to school having finished their examination. Others had very few students present, hence, only few responses were obtained from them. However, the community visits and interviews had many students present, hence, the views of young people (students especially) were not lost in the evaluation.

3. FINDINGS AND ANALYSIS

This section presents the major findings from the interviews and discussions conducted with various groups and individuals in the communities, as well as journalists and state team members. The findings are presented under the subheadings of Relevance; Effectiveness; Efficiency; Coordination and Coherence; Impact; and Sustainability. The findings are numbered in continuous manner for ease of reference.

3.1 Relevance:

Finding #1: The purpose of MeCAHT project is in line with the priority of government of Nigeria and there is severe penalty for offenders.

The purpose of the MeCAHT project, which is to increase community awareness about dangers of human trafficking and improve the capacity of volunteers to fight and prevent human trafficking leading to a reduction in human trafficking, is in consonance with the priority of the Federal Government of Nigeria (FGN). The FGN enacted the Trafficking in Persons Law Enforcement and Administration Act of 2003, which prohibits all forms of human trafficking and also established NAPTIP as an agency to prevent human trafficking, investigate and prosecute human traffickers and protect all victims of the crime. Not only that, the FGN later amended the Act in 2005 to increase the penalties for trafficking offenders. This provides the legal backing and enabling environment for the MeCAHT project.

Finding #2: Human trafficking, at least Child trafficking is a crime in the 3 Project States

At the State level, the three project states have domesticated the 2003 Child Rights Act which criminalizes child trafficking. Kaduna State House of Assembly has passed the Child Rights Bill but it is yet to be signed into law. The delay has to do with controversy over the age of marriage, which is being addressed due to the prevailing culture in the northern part of the country where girls could be given out for marriage at very early age. State governments showed interest and participated in the State Conferences held in each State. In Kaduna State, the Deputy Governor signified interest in the Conference, and through the State Commissioner for Women Affairs handled all aspects of the Conference held in the state.

Finding #3: The political and socio-economic context of the country has not improved, hence, incentive for human trafficking is strong, and the fight against it relevant.

The political and socio-economic situation that prevailed at the time the MeCAHT project was conceived has not changed substantially for good. In fact, it can be described as having gone worse. The level of poverty, as at the time of the evaluation (July, 2016) has increased due to the fiscal policies and measures the new government that came in by May 2015 took in order to curtail corrupt practices of government workers and contractors, politicians and political office holders. The high level of corruption has had a huge effect on the whole country and especially the opportunities available to the underprivileged. Thus, the extreme poverty and corruption people live under still make them to want to take extreme measures to improve their life. There isn't enough campaign against human trafficking in the society and Nigerian government does not have sufficient programme for care programs for the returnees. Therefore, the awareness campaign by this project is very relevant and much needed.

Finding #4: MeCAHT Project is relevant and acceptable to the community

At community level, respondents gave testimonies that the awareness conducted by the Project "opened their eyes" to the dangers in human trafficking. They were able to mention examples of cases of human trafficking in their communities. These include the two female

students from the Plateau School for the Deaf, both of them came back to complete their studies; children begging on the streets; and those who go to other states (especially Southwest) to farm. Other cases mentioned include a truck that packed young people in Fobur



with the promise to pay them N2,000 per day for a two weeks' work, the case of two teenagers that were brought back dead to their community after they were trafficked, and the case in which the youths challenged a known trafficker in Tunkus and rescued the victims. At Fadan Kagoma, respondents claimed that they see many cases of trafficked children who were brought back

from Jos, Kaduna, Abuja and other places. The awareness has changed their views about going outside the community to look for "greener pastures".

Finding #5: The fight against human trafficking is of paramount interest to development partners; both local and international and MeCAHT engaged with them.

The fight against human trafficking is of paramount interest to development partners, both foreign and local. In October 2013 Media Village and KIT held a partnership workshop where the overall long-term vision, mission and strategy for the project were discussed between the two partners and other concerned stakeholders. Also, during the preparatory phase KIT and Media Village held meetings with local representatives of United Nation Office on Drugs and Crime (UNODC), the International Organisation on Migration (IOM) and the major national institutions including NAPTIP, NACTAL, and WOTCLEF. These partners expressed their interest and support to prevent and fight human trafficking.

3.2 Effectiveness

The effectiveness of the MeCAHT project can be measured by the extent to which the outputs of the project have enabled the achievement of the project purpose. That is, the extent to which at least 15,000 people reached with the anti-human trafficking message have become aware of the dangers of human trafficking, hence preventing nothing less than 450 potential victims from being trafficked. Also, the extent to which the 6 Journalist trained have incorporated human trafficking awareness into their radio/television programming. In addition, effectiveness will be reflected in the extent to which the trained 6 State Coordinators were able to mobilise other volunteers to use developed manual to "traffic-proof" communities.

Finding #6: Video film, high-level advocacy, training and media appearances were the main strategies used to create awareness in the project, but were not sustained.

The film "Europe in My Heart" was the major tool use to create awareness about the ills of human trafficking. This was complemented with short skits presented shortly before the screening of the film in schools and communities. High level advocacy to policy makers and law enforcement government agencies was a key strategy employed to advance the objectives of the project. This was carried out through state-level conferences that were held, and courtesy visits and appeals to Executives of relevant government MDAs and partner CSOs. Campaign T-shirts and baseball caps with MeCAHT logo and anti-human trafficking messages were printed, but these were limited in quantity and circulation. Discussions were

arranged with invited guests on radio and television stations to create awareness and pass appropriate messages to the society. However, the awareness campaigns were not sustained for long. Radio and television discussions did not last beyond only one quarter. All the communities were visited three times on monitoring visits arranged from the head office in Jos. But the Community Volunteers who were supposed to continue with monitoring at community level could not sustain the momentum because of lack of funds. Though it was explained that in the design of the project, the volunteers were expected to carry out monitoring visits out of their passion for the work, and for the sake of sustainability of the project, provision was not made for them in the budget.

Finding #7: The film “Europe in My Heart” was very appealing to the target audience

In all the schools visited large numbers of students were reported to have watched the film “Europe in My Heart”. Crowds of about 500 to 1,500 were reported. In some cases, students from various schools nearby gathered in one location, and the film had to be screened in two batches. An audio-visual such as the film **Europe in My Heart**, which is a full-length typical Nollywood star-studded film has the appeal and is interesting to watch. It catches the attention of audience. And in a society where reading culture is poor, and the literacy level is not very high (in the case of communities), the video is an appropriate channel to communicate the message against human trafficking. The film, according to information gathered, has been shown in many countries including South Africa, Netherlands, Spain, Zimbabwe and the United Kingdom. It is also being translated into German and Korean languages.

Finding #8: The target audience showed understanding of the awareness message.

Among those interviewed (community members and students), those who watched the film remembered it very well, and the message in the film. They recalled vividly how the two main characters trafficked in the film were treated very badly, which led to the death of one of them. The impact of the awareness message remained with the people still. First, in many places visited, those interviewed were able to recall the NAPTIP emergency help line (0703 000 0203) to call in order to report human trafficking cases. Secondly, the immediate, post-film screening reaction compared to the pre-screening offer of juicy promises showed close to 90% drop in the number of people (students) who jumped at promises of scholarship and juicy work opportunities. Others claimed that they will ask “**serious**” questions and not just take the offers on their face values.

Finding #9: Some among the target groups have started to apply the message of the awareness campaign, but more follow up visits by MeCAHT were expected

Following the awareness campaign, some communities under the ECWA Youth Fellowship Bible Studies programme decided to introduce talks about human trafficking once every quarter. In addition, they also came up with the idea of using the existing Drama Group to project messages against human trafficking. In all the schools visited during the evaluation, students remarked that the awareness was very helpful to them.

It was gathered that in Greenland Christian Academy the school had written their own script for a play-let on the dangers of child trafficking, to be presented at their End-of-the-Session programme. The Youth Fellowship in one of the ECWA Churches among the ten communities the project created awareness in Kaduna State decided to use their regular Wednesday Bible Studies to introduce human trafficking awareness once each quarter. Volunteers in other instances used the film to further create awareness beyond the selected ten communities, as was the case of Pastor Ojewole in Fada Community of Oyo State who reached over 80 villages. He incorporated the anti-human trafficking message into his evangelism outreaches. In many of the communities/schools visited, it was clear that there was only a one-time

encounter with the target audience. Many of the schools visited talked about the need to keep the campaign going beyond the one-time film show. It was learnt that the follow-up activities to organise Anti-Human Trafficking Clubs in the schools did not take off. Flyers, and other awareness campaign materials which NAPTIP supplied were not sufficient.

Finding #10: Most respondents rated the film as effective for creating awareness, but still believe it can be made more effective

A critical evaluation of the main 'tool' employed to create awareness in this campaign (i.e. the film *Europe in My Heart*) is very apt. Respondents were asked to express their feedback on how they see the film as an awareness campaign and the message it presents. Their responses could be grouped under Merits, and Shortcomings below:

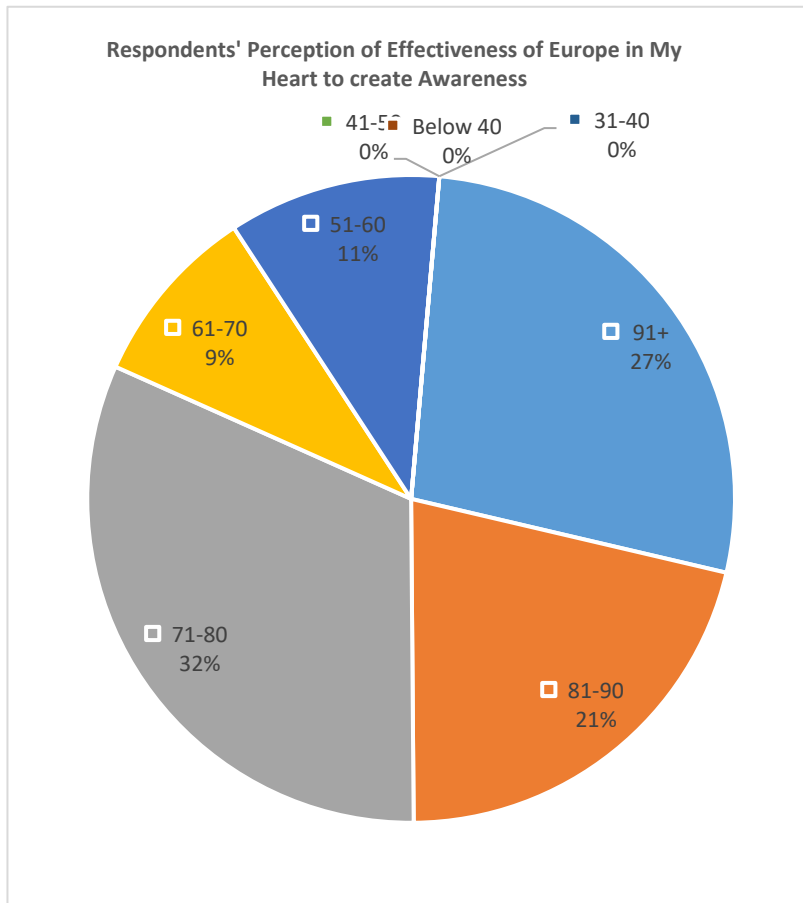
Merits:

1. As an audio-visual, the film **Europe in My Heart** was produced with high visual and audio qualities
2. The story relates very well with the message it intends to pass across.
3. Produced in "Nigerian English" and sub-titled which makes it easier for people with hearing difficulty among the audience to follow easily.
4. The film is engaging and has actors and actresses from the Nigerian film industry, Nollywood.
5. It can be used repeatedly, and for different audiences, large or small.

Shortcomings:

1. The film is too long, especially when one considers the target audience – students and community members who can hardly afford the almost four hours of the film show together with the pre-screening and post-screening formalities that have to be performed.
2. There are several forms of human trafficking. The film focused on just only one, which is female prostitution. No wonder it was reported that some students regarded the film as meant for girls. However, the project document (Project Proposal) was very explicit that the project focuses on Nigerian women who are victims of trafficking (either within Nigeria or outside) regardless of whether they are treated or have "chosen" prostitution as a career.
3. In a culturally diverse and sensitive society such as we are in Nigeria, some people would have preferred to see more culture sensitiveness in the casting for the film. A film that will be seen as culturally balanced will have casts coming across the regions of the country, at least north and south.

When asked to rate the film for how they perceived it as an effective tool for creating awareness, the respondents rated it as follows:



More than a quarter (27%) of those who rated the film gave it a score of over 90 marks out of 100. Thirty-two (32%) of those who rated it gave it a score of between 71-80 marks. And nobody gave it lower than 50 marks. Eighty percent (80%) of respondents rate the film **Europe in My Heart** above 70 marks as an effective tool to create awareness about human trafficking.

Finding #11: Traffic-Proof Manual is well designed and there has been no report of trafficking in communities where training has been conducted

A review of the Traffic Proof Manual, which is the manual used by team leaders and volunteers to conduct training on how to traffic proof communities showed that the manual is rich and carefully designed to achieve its objectives. The manual presents different types of human trafficking (such as Sex trafficking of Young Women; Child Labour Trafficking; Trafficking of Soccer Players; Trafficking of those Taking Jobs Abroad; and Trafficking of Refugees) as well as different scenarios under which the training can be organised. The manual also includes relevant stories that relate very well with each type of trafficking, relevant information about each form of trafficking, and tips of how to prevent people from falling prey to the antics of human traffickers. 64 volunteers (23 State volunteers and 41 community volunteer) have been trained on how to use this manual. They too have used it in their various communities. There had not been any reported case of trafficking in the communities visited since the launch of the campaign and training in order to traffic-proof the communities.

3.3 Coordination and coherence

Finding #12: There was no State Project Office which affected supervision and coordination

The project was coordinated directly from the MeCAHT project office in Jos. After the one-day state level training, the State Coordinators selected other volunteers to constitute the State Teams. These teams formulated their Action Plans and were responsible for making arrangements to create awareness in the selected communities in their states. The Community volunteers were the first contact points for community members who may have cause to report cases of human trafficking in their communities, then the State Teams. State Teams maintained direct contact with the Project Manager at MeCAHT Office in Jos. Logistics

support to conduct awareness campaign were provided directly from Jos. There were no State-level Offices in the three states. The project was designed to use the YWAM bases in the states as the coordinating offices. However, these coordinating offices did not function effectively because of lack of funds, and as volunteers, those concerned were preoccupied with their primary work. This somehow limited supervision and coordination efforts as there were reported cases of activities not carried out, which if there were Project Officers at the state-level they would have acted on such issues, or refer them to the Office in Jos in good time.

Finding #13: There was collaboration with relevant stakeholders at the beginning, but was not sustained.

No one organisation can successfully fight human trafficking alone. As such, the project brought many stakeholders and partners together during the state-level conferences, awareness and training programmes. Among the key stakeholders were NAPTIP, NSCDC, Immigrations, Nigeria Police, WOTCLEF, CLAPAI, the media etc. The training provided to the volunteers and the film shared with them enabled some partners, e.g. CLAPAI to reach out to more communities and to make appearances on radio and television programmes to talk about human trafficking. This project provided a leeway for MeCAHT to sign a MoU with NAPTIP which led to the conduct of a mapping exercise of shelters/Safehouses in Nigeria. This is still ongoing. NAPTIP also provided some IEC materials used during the awareness campaigns, but they weren't enough. There ought to have been more outcomes from the partnership if there was sufficient follow-up. Ineffective communication between NAPTIP and MeCAHT was probably the reason for this.

Collaboration with some other stakeholders, even though was good at the beginning, was short-lived. For example:

a) MeCAHT trained six (6) journalists (radio and television) on how to package and report and keep the society aware about the problem of human trafficking in the society. In Kaduna State, one of the journalists trained, Mr. Peter Yaro, and Ms. Opeyemi Orimolade one of the two trained in Oyo State recounted how they kept focus on human trafficking in the discussion on their radio and television programmes through media appearances and interviews of MeCAHT staff, NAPTIP, Immigration and Police officers. However, after about three months, there were no more new stories and ideas to share. Therefore, the zeal and attention just faded away.

b) The State Coordinators and their team members made Action Plans after their training. Soon after, they embarked on creating awareness in the communities under them. However, many of them complained that after the initial contacts and the subsequent screening of the film, it was difficult for them to continue visiting the communities for other follow-up activities because there was no provision of stipend to meet their transport and communication costs.

3.4 Impact

Impact is the long-term developments or changes that can be attributed to a project. The impact of a project is best seen many years after the project has ended. Since this project was implemented for just 18 months, and the evaluation is taking place about a month to project end, it can hardly have made significant impact among the target group within that short period. Therefore, only "positive signs" can be recognised from the project during this evaluation period. Lasting impact will include for instance efforts made by the beneficiary communities to strengthen their own community structures that can easily continue with the awareness campaign among their communities, and also recognise, challenge and prevent

their people from being trafficked, or rescue and assist their trafficked persons to be re-integrated into the society.

Finding #14: There were positive immediate reactions, but no sustainable ‘impact’ yet.

Some of the positive signs which were more than immediate reactions to the awareness created by the project were discernible from the claims made by the respondents. Examples include: the ECWA Youth Fellowship that integrated awareness about human trafficking into their Bible studies programme; the use of the Drama group to project messages against human trafficking; and the evangelist who incorporated anti-human trafficking messages into his evangelism outreaches. At Tachira community in Kagoro, the District Head claimed that after the awareness, Community Vanguarders were formed to prevent human trafficking in the community. If they noticed that a person in the community has not been seen for a long time, they will ask about the person from the parents. All these are positive reactions to the awareness. The real impact might take a little longer time to manifest.

Respondents claimed that the project had no negative effect on them whatsoever. However, it is a known fact that some parents willingly give out their children, and even some among the young people, who are trafficked, see this trade as a means of earning some income. Campaigns against the trade therefore means a blockade to their expected source of income. Hence, with this type of campaign, there is the need to present these types of people with alternative means to take their minds of this business.

3.5 Efficiency

Finding #15: Project implementation was ‘low-cost/low-profile’, but relied too heavily on volunteers

The project was designed to be implemented with a lean staff, to be supported by a pool of volunteers. This actually minimized human resource cost. In general, the overhead cost was really low. This was to allow much of the project funds be applied to direct project cost. Very little was spent on acquiring equipment and facilities such as projector, computer, and external storage hard drives. These equipment and facilities were carried about and used in locations where awareness campaigns were to be carried out. This allowed optimum use of the equipment and facilities, but on the other hand increased transport and logistics costs.

In terms of efficiency, the project reached over 15,104 people with the total project cost of (N14,885,000.00) which brings the cost per capita to N986.00.

The project funds were spent as follows:

- | | |
|-----------------------------|-------------|
| • Direct Project Activities | 55% |
| • Investment | 2% |
| • Staff | 23% |
| • Local Administration | 5% |
| • Administration in Denmark | 15% |
| Total | 100% |

MeCAHT did not create new structures for project implementation. Both at the project office and community levels, the project relied on and made use of existing structures. At the project office level, the project was housed at the Media Village office complex in Jos. At community level, the project relied on volunteers rather than employing paid staff. Although the use of volunteers helps to reduce cost in one way or the other, on the other hand, there are some demerits in this approach. Volunteers are less accountable and the required self-motivation is

usually not seen in them. Volunteerism in the context of Nigeria is synonymous with part-time employment. Anything different from that understanding means no commitment at all. It was noted that the project did not provide stipends or any other form of financial support to the volunteers. This was responsible for not much being done in a few of the communities.

3.6 Sustainability

To a large extent, sustainability in this project is about the degree of acceptance, ownership, and participation which the target communities and other key stakeholders have demonstrated to sustain their interests to keep watch over their vulnerable people and prevent or report actions that could result in their people being trafficked. It is also about how to ensure the continuity of project activities in the project area, and possibly too, replication or spread to other communities beyond the project area. Capacity building is central to making a project sustainable.

Finding #16: MeCAHT project built capacity of stakeholders so they can function effectively but inadequate 'motivation' and monitoring limited their performance

Twelve (12) people (6 journalists and 6 team leaders) were trained and they attended the state-level conferences. These people, together with the other volunteers in the state teams, the local NGOs and Church leaders were to be a pool of volunteers who can address the problem and create awareness about it in their own areas.

There is no doubt that in some isolated cases these stakeholders demonstrated acceptance and invested their time and other resources beyond what the project provided. Examples include the case in Fada Community where the volunteer there showed enthusiasm and ingenuity by integrating the anti-human trafficking message into his evangelism outreaches and was able to reach over 80 communities, far more than the 10 stated in the project scope. In Kaduna State, the Deputy Governor took over the logistics for organising the state conference which was adjudged successful. There were also examples of genuine interest in the cause, i.e.-fight against human trafficking, as shown by the Youth Fellowship of ECWA, and the community action in Tunkus and Tachira. These are opportunities for sustainable actions that the Project could have leveraged upon.

However, in other cases, due to inadequate monitoring and follow-up coordination, there were little or no evidence of activities beyond the initial awareness created by the project team in the communities. This was attributed to the fact that there was no provision of stipend or allowance made for the volunteers. This notwithstanding, there is opportunity to strengthen the sustainability of projects like this if some of the existing structures, particularly among the churches/mosques, are latched onto to integrate anti-human trafficking awareness and support to rescued victims into the Social Concern Department of the Church (Anglican Communion), and those of other church denominations.

Finding #17: The project has laid down some legacies that can be used to mobilise funds and to implement similar projects in the future.

By and large, the project has set the foundation for sustainability and replicability through:

- a) the production and distribution of the main tool to create awareness, i.e. the film *Europe in My Heart*.
- b) the development of the manual to traffic-proof communities.
- c) the trained volunteers who can use the traffic-proof manual.
- d) the cordial and collaborative relationships established with the media stations who could keep the issue of human trafficking on the front burner if agreements are reached with them.

- e) the cordial and collaborative relationship established with government law enforcement agencies such as NAPTIP, Police, Immigration, NSCDC, and relevant NGOs.
- f) the cordial relationships established with leaders of the communities (traditional, religious, women, and youth) where the project had created awareness.
- g) the use of the film for fundraising purposes.

4. CONCLUSIONS

This section presents some interpretations to the findings and the main conclusions drawn from them. They are presented as summaries under each of the main aspects of the evaluation.

4.1 Relevance

The project aims to create awareness about the dangers and ills inherent in human trafficking, and to build the capacity of relevant stakeholders to prevent and to report human trafficking. The purpose of the project is not just in alignment with the priority of the governments, it is in line with the desire of churches/mosques, community leaders, and development partners to stop and prevent all forms of injustice, exploitation and inhuman treatment against fellow humans. Even though there is poverty in the society and the political cum socio-economic context of still remain very challenging to the poor and underprivileged, the dangers and risks involved in human trafficking far outweigh the benefits which the traffickers throw at those they are about to traffic. Ignorance about this 'business' is what makes it thrive, and awareness is the antidote to it. The project is relevant to the target group and they were not against it.

4.2 Effectiveness

Creating awareness about human trafficking is by far cheaper a preventive remedy than having to deal with the later effect on trafficked victims. On the one hand, in terms of creating awareness, the project has achieved this part of the objective. Those who received the awareness have been impacted by the message, and some have used the materials provided to reach out to other people and communities. The awareness actually reached far more than the projected 15,000 people, even though the project did not use the social media and the internet to their fullest potential, and the engagement with the regular media (radio and television) was very brief.

Among the factors that have influenced the achievement of the project objectives include the infectious passion of the volunteers, even though not well motivated; the relevance of the project to existing undesirable situations in the communities; and the power of the audio-visual awareness tool, i.e. the film **Europe in My Heart**. The film can still be made more effective if it is shorter in duration and is made to reflect cultural/regional diversity. However, more follow-up effort is required to sustain the awareness through diverse channels so that the target audience does not relax and become vulnerable again.

On the other hand, there is need to provide alternatives to those things that traffickers use to lure their victims. If there are no alternatives in form of economic empowerment and development opportunities for the young people, any offer of "better life abroad" will appear irresistible to them. Even those rescued, if not provided with alternatives, will want to go back. Hence, awareness campaign projects like this require to have alternative livelihoods as part of their programme component in order to be very effective.

4.3 Efficiency

The project's "low-cost/low-profile" approach might have been able to reduce cost spent on overhead, particularly in terms of staffing, however, the coordination of all field activities from the head office in Jos, and the lack of paid staff at the state level hindered effective coordination and increased transport cost.

4.4 Coordination and coherence

A fight against human trafficking requires collaboration and cooperation of key players and agencies, both governmental, nongovernmental as well as individuals. At the outset, MeCAHT engaged with relevant government agencies, NGOs and volunteers through advocacy, training and planning. However, down the road of implementation, the steam was lost as there was no adequate follow-up with these stakeholders. In order to make the message to sink and stay with the target audience, there is need for a more enduring engagement and partnership with these stakeholders. In this aspect, the project has not utilized the potential advantage and synergy in partnership to the fullest.

4.5 Impact and sustainability

For a project that lasted only 18 months, the 'legacy' which the project has left behind is the awareness that has replaced the ignorance that has shrouded this human trafficking trade. It has also created some good relationships with stakeholders – government agencies, churches, communities, and individuals – that could be leveraged for any project in the future. In addition, some useful materials (film, and traffic-proof manual) have been produced. These can be used to raise funds and to carry out implementation in new areas where similar projects are to be replicated.

The project had the potential of being engrained in the existing structures of the organisations (schools, churches and communities) had it been that steps were taken to ensure proper follow-up and support after the awareness campaign for these bodies to adopt the activities of the project into their existing programmes. For example, the Anti-Human Trafficking Club that was proposed for the schools would have fitted perfectly into their co-curricular activities, especially the clubs and societies in the schools. Also, the youths' programmes of the churches visited could have been further encouraged to imbibe the message and activities of the Project through follow up monitoring and support including competitions of different kinds such as essay, quiz, drama and sports competitions.

To achieve sustainability requires concerted follow-up actions beyond the initial contacts and awareness raising among target audiences. It requires, among others, signing formal agreements with institutions and organisations which will clearly state the expected roles and responsibilities of the various parties. This was found to be significantly absent in the way MeCAHT approached partnership with most of the key stakeholders and partners – schools, churches, media stations and NGOs. Although many of these bodies often do not wish to enter into formal relationships in order not to commit their organisations to actions that will require financial involvement, it is still very important to have expected roles and responsibilities clearly stated and agreed, so that should there be change in leadership of such organisations, their successors will know how involved their organisations are with strategic partners.

Going forward, and in planning for future projects, adequate emphasis should be placed on follow-up actions and regular monitoring that will reinforce greater participation and involvement of the stakeholders in project implementation, and building the capacity of existing local structures so that they can continue in their own ways to fight and prevent human trafficking in their domains.

5. RECOMMENDATIONS

In the light of the findings and conclusions results presented above, the following recommendations are proposed that could help in improving the design and implementation of future projects, or the extension of this one that has just ended.

To improve effectiveness of the project or similar ones in the future:

The Film and its screening:

1. **Cut down the awareness campaign film to 45-60 minutes' duration.** This should be done without the loss of the key messages of the film.
2. **Produce other series of human trafficking films:** The film: **Europe in My Heart** highlights human trafficking, particularly of the girl-child for the purpose of economic/sexual exploitation, there could be a series of other awareness campaign films that focus on different forms of human trafficking; child labour trafficking, soccer player trafficking. These can be used in subsequent visits and awareness campaigns after the screening of **Europe in My Heart**.
3. **Reflect cultural (regional) diversity:** Be sensitive to, and reflect the cultural differences across the regions where the project is being implemented. This includes having a mix of different artistes from across different parts of the country in the film.
4. **Revise the Post-viewing questionnaire:** Create space for free expression of opinion on the film. A few more questions can be added to the post viewing questionnaire that will give opportunity to bring out the views of respondents.
5. **Make the viewing experience a bit more relaxing.** In communities where there are viewing centres, such places could be provided with copies of the film to be shown to the general public, at their own convenient times, and as many times as they wish.

Channels of communication

6. **Use the regular media (radio and television) more effectively** by having sponsored and serialized engagement through media appearances (discussions), jingles, soaps and series. This definitely will attract some reasonable cost, but in the long run will leave more lasting impact than the brief appearance for a very short duration.
7. **Use social media too.** The social media is very powerful and engaging, and many young people, even in some rural communities, have access through smart phones. This could be another medium to reach them with powerful messages and stories about human trafficking.
8. **Use culture specific awareness materials** such as posters, leaflets, and flyers, etc.

Coordination and collaboration

9. **Focus on building the capacity of existing community** structures including church and school structures to be able to integrate anti-human trafficking messages into their programmes.
10. **Provide stipends** to facilitate community volunteers' movement to communities to conduct planned activities.
11. **Establish state office** in the project states and have project officer (s) who will be in more regular contact with the target communities and the volunteers, and ensure planned activities are carried out as scheduled. They will also report challenges to the head office more speedily.
12. **Improve collaboration with relevant agencies** - with relevant government agencies and partner NGOs.

13. **Formalise agreements and collaboration** with key partners and stakeholders using MOUs, even if financial obligations are not involved on the part of the partners.

Lessons Learned

Monitoring and supervision is very important, more especially where project implementation involves the use of unpaid “volunteers”. Provision in form of incentives have to be provided to motivate them to perform effectively.

6. THE ORGANISATIONAL CAPACITY OF MeCAHT

6.1 INTRODUCTION

The evaluation also assessed organisational capacity of MeCAHT in the various critical capacity areas necessary to operate as a nongovernmental organisation. Data and information for this assessment was gathered from the Focus Group Discussion with some members of the Management Team, and the Board of Trustees of MeCAHT.

An assessment questionnaire was used as a guide during discussions. The tool covered the following areas:

- a. General information on MeCAHT
- b. Governance, management and structure
- c. Vision, mission, and values
- d. Programme development and management
- e. Management information systems
- f. Human resources
- g. Financial management and accounting system
- h. Infrastructure, equipment and materials
- i. Services, service delivery and client satisfaction
- j. Partnership, networking and collaboration
- k. Documentation and reporting

The assessment relied essentially on qualitative data considering the limited time available for the exercise (just about 2 hours), the size of the organisation, and also the ability of qualitative data to bring out real and important issues that sometimes are lost in quantitative data.

6.2 FINDINGS AND DISCUSSIONS

a. General Information

MeCAHT is a registered NGO. Its origin is with the Youth With a Mission (YWAM) movement. YWAM is a mission-oriented movement that trains youth in the Great Commission. YWAM bases are located in Jos, Abuja, Oyo, Kaduna, Lagos, Edo, and Taraba States. MeCAHT office is situated within the YWAM premises in Jos, Plateau State.

At the point of registration with CAC, the name of MeCAHT was changed from Media Campaign Against Human Trafficking to Media Coalition & Awareness to Halt Human Trafficking, it seems the old name still sticks to MeCAHT as that is what is on many of the organisation's printed materials. Although MeCAHT is registered as a membership organisation (Coalition), it is not run like one.

b. Governance, management and organisational structure

MeCAHT has a Board of Trustees (BOT) made up four members, The BOT members equally serve as the Board of Directors (BOD). And still, some of the BOT members are serving as Management Team members. The Management Team meets once in six months. Some members of the Management Team are located outside Nigeria. The BOD is not just

MeCAHT's BOD, it also oversees Media Village's affairs, but presently, MeCAHT is moving to have her own independent Board of Directors that's not influenced by that of Media Village.

There exists, on paper, an organisational structure of MeCAHT with clear definition of roles. This gives the impression that the organisation knows what is right to do, probably the will and resources are lacking. MeCAHT might have registered with CAC as a separate entity, but it has not "gained its independence" from Media Village.

A situation whereby same people are found at these three levels is not ideal. It does not encourage accountability. The BOD can hardly hold the Management accountable since both are made up of almost the same set of people. It is like being a judge in one's own case. It is not acceptable anywhere, and perhaps too, illegal.

c. Vision, mission, and values

Available documents show the vision of MeCAHT to be "*To reduce the incidence of trafficking in Nigeria and South Africa with partnerships in Europe through the love of Jesus*". There was no mission statement seen. This is not surprising because the vision statement actually reads much like a mission statement. Even if this statement is to be considered as a mission statement, it requires serious amendment. MeCAHT's values are: Excellence, dignity and partnership, accountability. There is nothing wrong with having these as core values, only that the understanding of what these values mean to MeCAHT is not clearly expressed.

d. Programme development and organisational management

It is not very clear what the main components of MeCAHT's work are. But from the recent project implemented, three strategies are discernible: Advocacy/Awareness creation; Rehabilitation/ Reintegration; and Capacity/Competences building. It therefore means that the organisation is only dependent on, and is shaped by the project it implements, whereas, it should be the other way round, so that each component of the work of the organisation can be strengthened and be made effective through programmes and projects implemented under each work area.

There is no strategic plan in place. Work planning is based on project at hand. There is a steering/technical committee that contributes to the management of projects and interventions, and it exists mainly for this purpose, meaning that it is an ad-hoc structure. Membership of this steering committee is not made up of only MeCAHT staff. Therefore, it can be concluded that work planning done this way is not strategic neither is it in the overall best interest of the organisation. The tendency of conducting planning in this manner is to overlook issues and activities that affect staff or the development of the organisation in general. The implication is that certain capacity areas within the organisation which require strengthening will be overlooked. MeCAHT needs to adopt an organisation-wide approach to planning and management and develop appropriate tools for these purposes.

e. Management information systems

Although the project document has well defined outcome from which some indicators could have been formulated, it was clear that the project, which was the only one MeCAHT had at hand, did not have a well-articulated monitoring plan. Monitoring of the project was done and very sketchy report was produced. There is the need to strengthen MeCAHT's management information system by creating structure and tools that will enable it to do effective M&E such that the data collated by the M&E unit is properly analyzed and turned into information that

can enhance management decision-making not only for projects, but also for the whole organisation. MeCAHT Annual Report is produced regularly and shared with stakeholders and the general public.

f. Human resources

MeCAHT has 8 staff, most of who are not full-time staff. The recent project being evaluated relied heavily on 64 community volunteers and 6 journalists. Funding support are project based, hence, staff engagement is tied to availability of project. There is need to evolve a strategy by which the organisation can develop its staff capacity, both in number and skill such that it is strong enough and competent to cope with present workload, as well as future expansion.

There is apparent inadequacy in number of staff. For example, there was no M&E Officer, which was probably the reason for the inadequate information management in the evaluated project. Also, there is an Accountant who is a volunteer and has little accounting skills. Future projects might have to factor recruitment and capacity development of staff into such proposals.

The present staff seem to have qualification and experience sufficient for their present positions and functions. However, the need for regular skill and knowledge upgrade cannot be out of place. Hence, training of key/programme staff in project management skills such as project design and proposal writing, as well as improving written communication and documentation should be considered, especially when it is considered that as at the time of this evaluation, MeCAHT had only one project at hand which was coming to an end soon.

Personnel policies and procedure manual are being developed. There is no salary table/structure as only allowances are paid. The working environment is perceived by staff to be friendly and caring. This notwithstanding, a lot can still be done to improve staff motivation and morale in terms of having a salary structure, health insurance policy, on-the-job training, and compliance with tax and pension requirements.

g. Fund development, Accounting and Financial management

The major source of funding support to MeCAHT's work is through funded projects and donations. This source accounts for almost 95% of the income of the organisation. MeCAHT has no substantive Finance Manager/Accountant; only a volunteer on part-time basis is available. The accounting system is computerized using Excel. Accounting and financial management policy and procedures is being processed for Board approval. Appropriate financial control documents are in place and in use. The organisation also has bank accounts with authorized signatories. Bank reconciliation are done monthly. Financial audit is done quarterly for the projects and annually for the organisation by qualified professionals. There is no structured resource mobilisation and sustainability plan in place.

h. Infrastructure, equipment and materials

MeCAHT has its office located in and share some facilities with Media Village. MeCAHT has sufficient office computers but most of them require system upgrade. There is need for other office equipment and facilities such as office space, desks, file cabinets, safe, etc if there is fund. Staff have access to the internet through subscription on their hand sets. MeCAHT has two vehicles, both of which need to be fixed.

As the organisation implements projects, provision should be made in project proposals for facility, equipment and infrastructure upgrade.

i. Services, service delivery and client satisfaction

The services MeCAHT render are: Advocacy/Awareness through lobbying of government and lawmakers, and campaigns in the society; Rehabilitation/Reintegration of victims of human trafficking and prostitution through the Safehouse, training and empowerment of rescued victims/returnees; and Capacity/Competence building through training. As at present, there is no structured way by which MeCAHT measures its performances in these service areas, neither are there adequate channels for feedback from those served/trained.

j. Partnership, Networking and Collaboration

MeCAHT has been able to develop partnership and collaboration with key stakeholders both local and foreign, and have enjoyed the cooperation of NAPTIP, the local church, schools, media stations, and community leaders. Funding, equipment and technical support had come from organisations such as Herserwerk and KIT, and Street Garden, Zokufa Media Production. A Church in Denmark provided funds for the Safehouse for two years. Others such as Novo Vita and Stop the Traffic Media outfits too have given coverage and appearance opportunities.

As a means of sharing information and showcasing the success of the organisation, MeCAHT produced a brochure: A Profile of Media Campaign Against Human Trafficking which is distributed wherever awareness campaigns are held. There is also a Facebook page: www.facebook.com/mechat, and a website: www.mechatinternational.org Newsletters are produced, but not regularly, neither are there frequent posts about activities of MeCAHT Nigeria on the social media page.

MeCAHT does not have a policy document/statement to guide her engagement with partners. It will therefore have to rely on the terms and conditions stipulated by partner organisations. This will put MeCAHT at a weak position to bargain or negotiate on partnership agreements and MoUs. It is important for MeCAHT to formulate a policy on partnership, collaboration, and networking, to guide her engagement with willing partners.

k. Documentation and Reporting

Reports are written in MeCAHT essentially to meet donor requirements. Only a few reports such as minutes of meetings, monitoring visits, conference reports, and community outreaches are written. Hard copies are not maintained for project reports. There is need to improve the documentation with success stories written and shared with the general public, including using the social media as may be deemed appropriate as the identity of affected people would need to be preserved so as not to expose them to ridicule and embarrassment. There is also the need to standardize all organisational materials and customize the corporate identity of the organisation on all of its documents. In addition, there is need to improve on filing of documents as it takes quite a considerable time to locate or retrieve stored documents

6.3 CONCLUSION

This assessment has brought to the fore a number of issues highlighted by respondents. Focusing on these issues and implementing strategic intervention on them will contribute positively towards achieving organisation and programme effectiveness, as well as getting the desired impact among the target groups served. MeCAHT therefore needs to devise a way to

make its Board more effective; invest in and develop the capacity of its human resource (staff and volunteers) for greater productivity; and relate and partner with governmental and nongovernmental organisations in a mutually rewarding way, guided by appropriate values, principles and policies of the organisation.

6.4 RECOMMENDATIONS

Taking into consideration the various findings highlighted above, the following recommendations are hereby proposed. They are categorized into three groups based on the perceived time frame within which they can be accomplished.

a) Short-term – (0-6 months)

1. **Provide training for staff:** In order to improve the capacity of staff to effectively carry out their tasks, the following training courses are recommended:

- (a) Improving written communication and documentation skills;
- (b) Project design and grant-winning proposal writing skills;
- (c) Monitoring & Evaluation skills.

In addition, coaching on how to file documents properly both in hard and soft copies is recommended.

2. **Develop/Review and apply appropriate management tools, policies, procedures and manuals to guide the operations and conduct of human resource in the organisation.** These include: i) Personnel Policy; ii) Operations and Procedures Manual; iii) Partnership Policy; and iv) Financial Policy and Procedure. Other are: v) Salary and Allowance Structure; vi) Performance Appraisal Tool; and vii) M&E Tools, including Organisation Capacity Assessment Tool, and Evaluative Feedback Tools (for Treasures, i.e. those from Safehouse, workshop participants, etc.).

3. **Document and share information about MeCAHT:** through regular publication of activities and success stories in newsletter, on social media and on MeCAHT's website. Where necessary the identity of the persons should be covered and protected. Produce and publish MeCAHT annual reports and share with strategic partners and stakeholders

4. **Develop fundable proposals:** It is not out of place for MeCAHT to have several funded projects going on at the same time. With increased knowledge and skill in project design and proposal writing, more fundable proposal should be generated and sent to donors that are interested in the kind of mission MeCAHT is pursuing.

5. **Customize the corporate identity of MeCAHT:** by having a logo, colour scheme and distinct document style that will make MeCAHT's documents easily recognisable.

(b) Medium-term (7-12 months)

6. **Reconstitute the BOT, BOD, and Management Team** in line with the understanding of the specific roles of each body clearly spelt out in the document labelled "MeCAHT Background" shared with the Consultant. Whatever might be the consideration or fear that vision bearers might have about bringing other people on board to serve in MeCAHT, proper orientation and constant reminder of their roles will ensure they keep to the vision, mission and values of the organisation. While the BOT could remain as presently

constituted to bring influence, contact and linkages, opportunities and privileges for MeCAHT, BOD members should be carefully selected. They should be people who have technical skills in the diverse areas of need of MeCAHT. They should also be people who can make time available to attend meetings. Provide orientation for the board members, and articulate the roles and responsibilities of the Board in a Board Manual.

7. **Conduct a participatory strategic planning workshop** which will among others review the vision, mission and core values of the organisation and produce a strategic plan for the development of MeCAHT over the next phase (3-5 years). It could also have the complement of a sustainability plan developed during the planning process. This will require the technical support of a seasoned organisation development facilitator. From the strategic plan, MeCAHT can then extract its annual operational plan. Project proposals will also have to fit into the strategic plan.
8. **Publicize MeCAHT's Vision, Mission and Core Values:** Once the strategic plan is concluded and approved for implementation, the revised vision, mission and core values should be conspicuously displayed in the head office and other relevant publications of the organisation.
9. **Monitor MeCAHT organisational capacity** through the development and use of organisation capacity self-assessment tool, applying it regularly (twice a year recommended) and using the outcome to strengthen weak capacity areas.
10. **Comply with government regulations:** regarding payment of tax, contribution to staff pension scheme, and health insurance. In addition, MeCAHT should file annual returns to the appropriate quarters.
11. **Employ additional Staff:** subject to availability of funds/projects, consider the following positions to be filled, either with full-time staff or volunteer for a start: Accountant (1); M&E Officer. They should have clearly spelt out job description, even for those who serve as volunteers.
12. **Review the staff welfare package:** Subject to availability of funds, consider an upward review of salary and allowances of staff, and also their enrolment for benefits such as health insurance, pension, and life insurance.

(c) Long-term (beyond 12 months)

13. **Improve MeCAHT infrastructure:** through provision of additional office space and equipment (additional computers, multimedia projector, generator set, etc.) and a project vehicle.

7. Annexes

7.1 Evaluation Questions

1. MeCAHT Staff and Board members

- a. What is the overall project objective? How does this relate with national and international development objectives?
- b. To what extent will you say the project has achieved its objectives (of reducing HT and building local capacity to act)? Rate in terms of %.
- c. What major factors have influenced the achievements (or otherwise) of project objectives?
- d. Is the film **Europe in My Heart** an appropriate tool for creating awareness on HT? (Rate it in %)
- e. How does this project integrate into MeCAHT's overall mission and existing projects?
- f. How relevant is the project to the priorities and policies of the target group, the local church, the strategic partners and DMCCD?
- g. How appropriate, adequate and effective are MeCAHT's organisational structure and management capacity, including staff competencies, to carry out the project?
- h. The appropriateness of the management processes, systems, and structure for the coordination, supervision and monitoring of staff and volunteers in implementing the project?
- i. What key lessons have been learnt in the implementation of this project?
- j. How has MeCAHT been able to share the lessons and success stories to win support for the project?

2. State Coordinators/Teams and Staff

- a. What in your view is HT and the dangers of HT to the society?
- b. Describe the extent of this problem in your state?
- c. What roles have you played in addressing this problem?
- d. How has your association with MeCAHT helped you to address this problem?
- e. What successes have you recorded in addressing this problem?
- f. What challenges confront you and others in addressing this problem? Including unintended effects
- g. Is the film **Europe in My Heart** an appropriate tool for creating awareness on HT (Rate it in %)
- h. What do you think still has to be done to confront this HT problem in the state?
Recommendations
- i. What is the content of the training for Coordinators, Journalists, etc. (For staff only)

3. Community Volunteers

- a. What in your view is HT and the dangers of HT to the society?
- b. Describe the extent of this problem in your community?
- c. What factors seem to encourage HT in your community?
- d. What roles have you played in addressing this problem?
- e. How has your association with MeCAHT helped you to address this problem?
- f. What successes have you recorded in addressing this problem?

- j. What challenges confront you and others in addressing this problem? Including unintended effects
- g. Is the film **Europe in My Heart** an appropriate tool for creating awareness on HT (Rate it in %)
- h. What do you think still has to be done to confront this HT problem in the community?
Recommendations

4. Beneficiaries

- a. How many have watched the film **Europe in My Heart**?
- b. Do you see similar scenarios happen in your communities?
- c. What is your understanding of the **message** in the film?
- d. How has this film and its message influenced your view about human trafficking?
- e. What else should be done to address this problem in the society/community?
- f. What changes has this project brought into the community (positive and negative)?
- g. How will rate the usefulness/effectiveness of the film in raising awareness about HT
 - a. Very effective/useful
 - b. Effective
 - c. Not effective
 - d. Not sure
- h. What changes will you like to see in this film to make it more effective?

5. Journalists

- a. Is HT a new dimension to their field of work or is it something they are familiar with?
- b. What did MeCAHT do in terms of building their capacity in this dimension?
- c. How have they used these knowledge and materials to create awareness in the public? How useful are these materials?
- d. What programmes do they use to talk about HT and how frequent are these programmes aired?
- e. How do they receive feedback? Any feedback from the public/audience?
- f. How will you rate the effectiveness of the messages/awareness through this platform in combating HT?
- g. What challenges do they face in creating awareness on HT?
- h. What suggestions for improvement for how this work (fight against HT) can be improved?

6. Government officials

- a. After the conference on HT which you (the establishment) attended and drew up an Action Plan, how much of the listed actions have taken place? What results or changes have taken place?
- b. What actions/measures have the establishment (Police, Immigration, Customs) put in place to stop this problem.
- c. What challenges have you faced in implementing the actions, or any other actions in combating HT?
- d. What suggestions do they have for MeCAHT on how to improve on their work in this regard?

7. Partner NGOs

- a. What does the organisation do particularly regarding fight/prevention of HT?
- b. In what ways has the collaboration with MeCAHT enhanced their work?
- c. What challenges do they face in this collaborative work?

d. What still needs to be done to enhance the partnership with MeCAHT?

7.2 Itinerary of Evaluation Visits

Itinerary of Evaluation Visits

| Date | State | Time | Visit to: |
|---------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18 th Mon. | Plateau | <ul style="list-style-type: none"> 9:00 – 10:30am 10:45am – 1:00pm 1:00 – 2:00pm 2:30pm – 4:30pm 5:00pm | <ul style="list-style-type: none"> MeCAHT Staff Board members Lunch State coordinator Back to Miango Rest Home |
| 19 th Tue. | | <ul style="list-style-type: none"> 9:00am – 10:30am 1pm – 2pm 2:30pm – 3:30pm 5:00pm | Communities <ul style="list-style-type: none"> Zarazong Marish Kwatas Tunkus – Spend the night at Shendam |
| 20 th Wed. | | <ul style="list-style-type: none"> 8:00am – 9:00am 9:00am – 10:00am 10:00am – 1:00pm 1:00pm – 1:30pm 1:30pm – 2:30pm 3:00pm – 6:00pm | Tunkus <ul style="list-style-type: none"> Volunteer Beneficiaries Trip back to Jos Journalists Government officials Trip to Kaduna – Spend the night in Kaduna |
| 21 st Thur. | Kaduna | <ul style="list-style-type: none"> 9:00am – 10:00am 10:30am – 1:00pm 1:00pm – 2:00pm 2:30pm – 6:30pm | <ul style="list-style-type: none"> Journalist Government Officials Lunch Trip to Kagoro |
| 22 nd Fri. | | <ul style="list-style-type: none"> 8:30am – 9:30am 10:00am – 11:00am 11:30am – 12:30pm 12:30pm – 1:30pm 1:30pm – 2:30pm 3:00pm – 4:30pm | <ul style="list-style-type: none"> Government College, Kagoro ECWA Seminary Staff School-Kagoro College of Health Technology, Kagoro ECWA Gospel Church, Fadan Kagoro Lunch Coordinators |
| 23 rd Sat. | | <ul style="list-style-type: none"> 9:00am – 10:00am 11:00am - noon | <ul style="list-style-type: none"> Tachira community Hukuma community |
| 24 th Sun. | Oyo | | Travel to Ibadan |
| 25 th Mon. | | <ul style="list-style-type: none"> 9am – 10am 12 – 1pm 1:30pm – 2pm 4pm – 4:30pm | <ul style="list-style-type: none"> Meeting with coordinator and Team Meet with the Fada Olurunda Anglican Diocese |
| 26 th Tue | | <ul style="list-style-type: none"> 9:00am – 10am 10:30am – noon 1:30pm – 2:30pm 3:0pm – 4pm 6pm – 8pm | <ul style="list-style-type: none"> Journalists Immigration Redeem shelter Black Hits Media Review of preliminary findings |
| 27 th Wed | | 7:00am | Travel back to Abuja and Jos |

