

Evaluation Ashshash Project

**Ruth Rosenberg
December 3-15, 2016**



Acknowledgements

I would like to take this opportunity to thank Ms. Nazia Hader from the Swiss Agency for Development and Cooperation as well as Ms. Peppi Siddiq and Ms. Asma Khatun from the International Organization for Migration for their valuable contributions to the evaluation. Additional thanks are due to Ms. Khatun who not only provided valuable insights into the project implementation, but also provided logistical and administrative support without which the evaluation would not have been possible.

Sincere thanks are also due to the many project partners who gave freely of their time, shared their insights and demonstrated the commitment they have to the success of the project beneficiaries. Any special thanks are also due to the project beneficiaries, who gave their time, shared their enthusiasm and concerns and welcomed me into their businesses and their homes. I wish them all great success for their business and their future.

It is my heartfelt wish that this evaluation is useful for improving and expanding this project in the future.

Ruth Rosenberg

Acronyms

CSG	Community Support Group
DAM	Dhaka Ahsania Mission
FGD	Focus Group Discussion
IOM	International Organization for Migration
MOWCA	Ministry of Women and Children's Affairs
OJT	On the job training
PAC	Project Advisory Committee
SDC	Swiss Agency for Development and Cooperation
UNDOC	United Nations Office on Drugs and Crime
YPSA	Young Power in Social Action

Table of Contents

Table of Contents

Acknowledgements	i
Acronyms.....	i
Table of Contents	ii
Executive Summary	iv
Project Overview	1
Methodology	1
Performance Indicators and Targets	2
Overall Objective	2
Outcome 1.....	3
Outcome 2.....	5
Unexpected Results	5
Results and Outputs Lagging	5
Beneficiary Selection Process	8
Identification of Potential Beneficiaries	8
Requirement for documented proof of having been trafficked	9
Elimination of beneficiaries midway through the project was harmful.....	9
Project Interventions.....	10
Training for Partner Staff.....	10
Psycho-Social Counselling for Beneficiaries.....	11
Rapid Market Appraisal	11
Vocational Training.....	11
On the Job Training (OJT)	12
Business Development Training for Beneficiaries.....	12
Businesses Grants.....	13
Ongoing Support for Businesses	13
Private Sector Engagement	15
Business Plan Competition	15
Student Mentors	15
Project Advisory Committee.....	15
Coordination with other Programmes.....	16
Relevance to the National Context.....	16
Recommendations	16
Beneficiary Selection	16
Government Shelter Homes	17
Communication with and about Beneficiaries.....	17
Psycho-Social Counselling.....	18
Market Appraisal	18
Vocational Training.....	18
Business Development Training	19
Partnerships	19
Ongoing Support for Businesses.....	19
Coordination with Other Programmes	20
Private Sector Engagement	20
Project Advisory Committee.....	20
Fail Safe Plan	20

Monitoring and Evaluation:	20
Concluding Comments	21
Funding for Interventions	21
Annex 1: Organizations Interviewed	i
Annex 2: Beneficiary Questionnaire	ii
Annex 3: Results Matrix	iv
Annex 4: Exploring the World of Labour.....	vii
Figure 1: Focus Group Discussion Participants	1
Figure 2: Age of Beneficiaries in FGDs	1
Figure 3: November 2016 Beneficiary Business Data	3
Figure 4: Satisfaction with Aspects of Business	3
Figure 5: Number of beneficiary businesses and gender of beneficiaries	4
Figure 6: To what extent is personal counselling helpful to you?	10
Figure 7: To what extent did business training prepare you for operating your business?	10
Figure 8: to what extent was the group counselling session helpful for?	11
Figure 9: To what extent did vocational training prepare you for your business?	12
Figure 10: To what extent did on the job training prepare you for your work?	12
Figure 11: To what extent did business training prepare you for operating your business?	13
Figure 12: To what extent does this ongoing support help your business?	14
Figure 13: How much continuing support do you receive for your business?	14
Figure 14: Organizations providing ongoing support to beneficiaries	14
Figure 15: Average profit/loss by trade and location	18
Figure 16: Project funding by type of activity	21

Executive Summary

The Ashshash project ran from October 2015 - December 2016. The project was designed to provide livelihood support for economically vulnerable men and women who had escaped human trafficking. Beneficiaries were provided with vocational training, grants, marketing and other business support to open a micro-business in their community. The project was designed as a pilot or action research, to test the implementation model with an eye toward future expansion.

IOM was successful in meeting the majority of the Ashshash project objectives and targets. As of November 2016, only a few months after opening, 79% of the businesses were already earning profits, 53% are earning a profit equal to or exceeding the projected target of US\$50 per month (per beneficiary). The vast majority of the beneficiaries themselves are very pleased with their businesses and feel empowered and better socially integrated as a result of being business owners in their community. Given the risk of business ownership it is likely that some businesses may fail; however, most are in a good position given the relatively short time frame since opening. There is however, a notable difference in the initial success of the businesses in different parts of the country which may be attributed to a number of factors discussed in the report.

Beneficiary selection was the most fraught aspect of the project. While the partners identified a cadre of beneficiaries quickly, there was confusion over eligibility criteria, resulting in beneficiaries being eliminated several months after having been selected and starting activities. Additionally, some beneficiary selection methods, may have inadvertently selected beneficiaries who were the least likely to succeed as business owners. This was especially true for those in government shelter homes and those who were assessed as not yet having dealt with the trauma they experienced. However, the majority of the other beneficiaries, all of whom were also economically vulnerable and had suffered the trauma of human trafficking are succeeding in their businesses.

The project was designed to provide a wide range of support for the beneficiaries, including counselling from a well-trained expert and individualized ongoing support from business experts. The group counselling activity was particularly appreciated by beneficiaries who not only rated this aspect of the project very highly, but provoked outbursts of enthusiasm in three of the four focus group discussions. Providing this type of professional individualized business support as well as psycho-social counselling designed for new entrepreneurs, is unusual in such a programme and may be critical factors in the beneficiaries' success.

While some aspects of the project have not yet born fruit, they also show promise and could be further developed in future. Only four student mentors were selected and, at the time of the evaluation had made only one visit to each business, with one additional visit planned before the end of the project. However, the students demonstrated great enthusiasm for the project and the beneficiaries and could be developed into an important source of support. Similarly, the project was not successful in garnering any private sector contributions. However, discussions were underway with mobile financial and telephone service companies to engage beneficiaries as distribution agents in their communities. This could prove to be an important source of revenue for beneficiaries. These aspects of the project involved little financial investment and are worth pursuing in any future programme.

IOM's implementing partners indicated that they have a positive relationship with IOM staff and find them to be very supportive. Collaboration with other anti-trafficking programming in the country would have been beneficial and should be strongly encouraged in any future programme.

Project Overview

The Ashshash project ran from October 2015 - December 2016. The project was funded by the Swiss Agency for Development and Cooperation (SDC) and implemented by the International Organization for Migration (IOM). Key project implementation partners included the Dhaka Ahsania Mission (DAM) in Dhaka and Jessore and Young Power in Social Action (YPSA) in Chittagong and Cox's Bazar, as well as Enroute in all project locations. The project was designed to provide livelihood support for up to 60 economically vulnerable men and women who had escaped human trafficking. Beneficiaries were provided with vocational training, grants, marketing and other business support to open a micro-business in their community. The project was implemented in four parts of the country: Dhaka, Jessore, Chittagong and Cox's Bazar. With the exception of Dhaka, most of the beneficiaries reside in rural areas. The project was designed as a pilot or *action research*, to test the implementation model with an eye toward future expansion.

Methodology

The evaluation methodology consisted of a mixed methods technique that included a literature review, semi-structured interviews of key informants, including lengthy interviews with key project implementation organizations and shorter interviews with other related organizations as well as focus group discussions with project beneficiaries, a questionnaire completed by project beneficiaries, and on site assessment of project beneficiary businesses.

Focus Group Discussions (FGDs) and Questionnaires: Four FGDs were held with a total of 35 project beneficiaries – Dhaka (4), Jessore (10), Chittagong (10), Cox's Bazar (11). All 40 beneficiaries were invited to join the FGDs, but five were not able to attend for various personal reasons. During the FGDs, project beneficiaries also completed a simple questionnaire. The purpose of having the questionnaire was to ensure that all voices were heard including those who might not wish to speak in front of the group, either out of shyness or because their opinion varied from the rest of the group. Because the groups had varying levels of literacy, the questionnaire included only multiple choice questions and was reviewed and completed during the FGD (a copy of the questionnaire is included as Annex 2).

Figure 1: Focus Group Discussion Participants

Location	Female	Male	Total
Dhaka	4	0	4
Jessore	10	0	10
Chittagong	2	8	10
Cox's Bazaar	3	8	11
TOTAL	19	16	35

Figure 2: Age of Beneficiaries in FGDs

Location	16-18	19-24	25-29	30+
Dhaka	1		3	
Jessore		6	3	1
Chittagong	3	3	4	
Cox's Bazaar ¹	5	3	1	
Total	9 (27%)	12 (36%)	11 (33%)	1 (3%)

¹ Two respondents in Cox's Bazaar did not fill in their age. Percentages do not add up to 100% as a result.

Visits to Businesses: Visits were made to 17 businesses run by project beneficiaries - Dhaka (3), Jessore (5), Chittagong (3), Cox's Bazar (6). The selection of businesses to visit was decided by the implementing NGO partner based on time and geographic location.

Interviews with Key Informants: A complete list of organizations interviewed is included as Annex 1. Selection of informants was made jointly by the evaluation consultant and IOM and based on the terms of reference developed by SDC.

In-Depth Discussions: In-depth, lengthy discussions were held with all of the project's main implementing organizations, including: IOM, DAM, YPSA and Enroute.

Interviews: Shorter interviews were held with a variety of organizations, some involved in the project and others who are not involved in the project, but who work to combat human trafficking and/or support migrant workers. Additionally, one interview was held with a beneficiary who dropped out after having started her business. There were four such beneficiaries, but only one was available for an interview.

- SDC
- Project advisory committee members
- 4 Non-project organizations working to combat trafficking and/or labour exploitation
- 3 vocational training providers
- 2 private sector companies approached by the project
- 1 beneficiary who dropped out of the project

Performance Indicators and Targets

In this section, an analysis of whether or not the project has met its planned performance indicators and targets is assessed. Data for this analysis comes from the evaluation itself as well as project reports and the tracer study conducted under the auspices of the project in early November 2016, only one to two months after the majority of beneficiaries opened their businesses. It should be noted that no baseline assessment had been undertaken at the beginning of the project. Therefore the tracer study relies on recall to measure changes in attitudes, knowledge and behaviour, which is less reliable than directly measuring any such changes over time. IOM's Results Matrix is included as Annex 3.

Overall Objective

Men and women who have escaped trafficking are mainstreamed into society.

The project performance indicators utilize an indirect method of measuring this objective, specifically by measuring changes in the beneficiaries' perceived social status as well as their well-being. The Tracer Study was utilized by the project to measure these indicators, asking a variety of questions about their living situation, health and income as well as questions about their social integration. During the evaluation, beneficiaries were also asked about the impact of the business on their social standing. The tracer study, FGDs and questionnaires indicate that this overall objective has been met for the vast majority of beneficiaries.

- Beneficiary income has increased and businesses contribute more to family income than past income sources (tracer study).
- An increased number of beneficiaries are living in better houses, have more food security, and more sanitary latrines (tracer study).
- Beneficiaries indicate they have increased self-confidence and are more respected in their community (interviews, FGDs & tracer study).

Outcome 1

Fifty percent of project beneficiaries establish and operate micro enterprises earning more than US\$50 per month.

This goal has been met, with 53% of businesses earning US\$50 or more per beneficiary in November 2016. In Jessore and Dhaka, none of the businesses are yet earning anywhere near the US\$50 per month with seven of the businesses in November and 10 for the first half of December reporting losses. In Chittagong and Cox's Bazar in November, 90% of the businesses earned over US\$50 per beneficiary for the month, with average profits across all of the businesses of over US\$100. In spite of the differences in profits amongst the businesses, nearly all of the beneficiaries express satisfaction with the business income to date. However, they also stated that they would be satisfied not with the US\$50 income per month set by the project, but with an income range of US\$112 – US\$150 (9,000 – 12,000 BDT).

Figure 3: November 2016 Beneficiary Business Data²

Location	Revenue (US\$)	Profit/Loss (US\$)
Jessore	43.94	6.89
Dhaka	20.03	-19.50
Chittagong	118.91	94.91
Cox's Bazar	143.54	109.12

Figure 4: Satisfaction with Aspects of Business³

Dhaka	Very Satisfied	Somewhat Satisfied	Not at all Satisfied
Income Earned		75%	25%
Hours of Work	100%		
Impact on Personal Life	100%		
Jessore	Very Satisfied	Somewhat Satisfied	Not at all Satisfied
Income Earned	20%	80%	
Hours of Work	100%		
Impact on Personal Life	20%	80%	
Chittagong	Very Satisfied	Somewhat Satisfied	Not at all Satisfied
Income Earned	10%	90%	
Hours of Work	60%	30%	
Impact on Personal Life	50%	40%	10%
Cox's Bazar	Very Satisfied	Somewhat Satisfied	Not at all Satisfied

² Based on November 2016 data extracted from YPSA and DAM reports. Revenue and profit/loss are reported per beneficiary. Exchange rate used 78 BDT/US\$.

³ Responses are from the beneficiary questionnaire; percentage of respondents.

Income Earned	64%	18%	
Hours of Work	45%	9%	18%
Impact on Personal Life	55%	36%	

Output 1.1: The project succeeded in providing the number of hours of vocational training projected to 52 of the project beneficiaries, 10 more than anticipated in the project performance indicators. However, due to the limited time available, the hours were provided on a compressed schedule with most of the beneficiaries receiving less than 3 months each of vocational and on the job training.

Project Goal: 42 beneficiaries complete 6 months training (3 vocational, 3 OTJ (360 hours)

Project Achievement: 52 beneficiaries (36 female, 18 male) completed the 360 hours of training, but it was condensed into 4 to 5 months of training, not the projected 6 months.

Project Goal: 60 beneficiaries improved life skills and are aware of their labour and human rights

Project Achievement: Beneficiaries report some increased knowledge on these topics but a baseline level of their knowledge was not assessed so this is a self-reported change, relying on beneficiary recall (tracer study).

Output 1.2: 16 micro-enterprises operating, involving at least 42 beneficiaries. As of early December 2016 the project supported 33 businesses, with 2 more opening by the end of December, involving 40 beneficiaries, 22 female and 18 male.

Figure 5: Number of beneficiary businesses and gender of beneficiaries

Location	#of Businesses	# of Beneficiaries	Female	Male	Opening by the end of December 2016
Jessore	9	10	10		
Dhaka	6	7	7		
Chittagong	9	11	2	9	
Cox's Bazar	9	10	1	9	2 (female)
TOTAL	33	38	20	18	2 (female)

Output 1.3: Coaching assistance from university students. The project involved fewer university students than targeted in the performance plan. Only four students provided mentoring services to project beneficiaries. Some beneficiaries were appreciative of the assistance; others did not seem to recall the assistance or were unaware of the fact that those providing assistance to them were student mentors. None of the beneficiaries could point to any concrete recommendations or assistance provided by the students that they used in their businesses. On-site assessments confirmed that the posters, cosmetology and tailoring guides provided by the student mentors were not in fact used in the operation of their business; beneficiaries indicating that they did not have the technical skills needed to implement the ideas in the guides.

Project Goal: 10-12 students involved with beneficiaries' businesses.

Project Achievement: 4 students currently involved – 2 male, 2 female.

Project Goal: 20 hours of coaching provided by each student

Project Achievement: A second round of student mentoring was underway immediately following this evaluation. Therefore the final number of hours of mentoring could not be assessed for this evaluation.

Outcome 2

Fifty percent of project beneficiaries are socially reintegrated into mainstream society

‘Our social status was so low that no one looked at us with dignity and honour. Now we have earned dignity and honour’ FGD, female

Indications are that they are mostly successfully integrated back into their communities. Many of the beneficiaries report that they feel an increase in their social standing because they have opened a business. Beneficiaries from the government shelter home are an exception as some remain at the NGO shelter and do not yet have a relationship with the family to whom they are soon to return.

Output 2.1: better able to deal with adverse situations

Project Goal: 20 hours of counselling provided to 60 beneficiaries

Project Achievement: Counselling provided, but to less than 60 beneficiaries.

According to the tracer study, over 90% of beneficiaries report that they are now able to deal with adverse situations whereas in the past it was just over 50%. This is a self-reported increase of just under 40% for both male and female beneficiaries⁴.

Output 2.2: One private sector partner contributes 100,000 BDT

No private sector companies have yet contributed to the beneficiaries’ businesses or the project and there were no expectations of any such contributions in the near future. However, progress has been made with a mobile financial services company as well as with mobile phone providers to include project beneficiaries as distributors. While not a financial contribution from the private sector, this kind of business arrangement may help contribute to the sustainability of the beneficiaries’ businesses. .

Unexpected Results

While the businesses have been open for only a few months, many beneficiaries are employing helpers, some family members but also others in their community.

‘People treat us differently now [with respect].’ FGD, female

Beneficiaries express a new found sense of confidence in their abilities and self-worth and feel that their standing in the community has risen.

Results and Outputs Lagging

Number of Beneficiaries Operating Businesses

The project anticipated that there would be some amount of drop-out in the beneficiary numbers. Of the 60 beneficiaries initially selected they anticipated that at least 42 remain. However, 38 have opened their business as of the time of the evaluation with two more expected. Therefore the total expected number of beneficiaries to have opened businesses will be 40. There are a variety of

⁴ The comparison between their current state and past state was assessed in one study. The beneficiaries were asked to consider how they felt in the past rather than comparing their current responses to how they reported feeling in the past as no such baseline study was undertaken.

reasons that beneficiaries left the programme. The majority were eliminated by the donor for not having documentary collaboration of having escaped trafficking, others dropped out for various personal and professional reasons: illness, getting married and moving away, family disapproval, lack of confidence in the business, to name a few. Some dropped out during vocational training, others after having completed training and a few dropped out after having opened their business.

60 initial recruits

- 11 eliminated by the donor for lack of documentary proof
- 4 dropped out
- 5 could not be released from government shelter homes

Number of Businesses

Rather than the 16 businesses involving 42 beneficiaries planned, there were 35 businesses involving 40 individuals. While partnerships were encouraged, only a few were attempted. Issues of trust and geographic dispersal were the most commonly cited reason for the lack of partnerships. In three out of the four partnership businesses, partners had a relationship with each other prior to initiating the business. In the other case, the partners met for the first time through the course of the project and have already ended their partnership a few months after opening.

Business Income

Businesses in Jessore and Dhaka are demonstrating little success to date and not yet achieving the US\$50 per month income expected. This may not be surprising since the businesses opened only recently, most in September, and thus have had little time to generate a customer base. However, in Chittagong and Cox's Bazaar the businesses are achieving the expected results. There were several differences in implementation by the project partners. It was not possible to assess concretely which, if any, of these resulted in the different outcomes for beneficiaries but they are worthy of further exploration.

- **Use of Grants:** Implementing partners used the business grant money differently. DAM used grant money for equipment, supplies and rent, including the obligatory deposit for the retail space. YPSA required the male beneficiaries to pay the deposit and rent themselves, which required beneficiaries to take out loans. This meant that there was more grant money available to supply the business with equipment and raw materials. However beneficiaries expressed concerns about their ability to pay back these loans. Most of the beneficiaries are earning enough profits that if they are able to renegotiate the loans they should be able to make the payments from the business profits. A few however, are not yet successful enough to make such payments. If the business fails, they will be worse off than before as they now have a loan to repay. Even for the DAM beneficiaries who were not required to take loans, rent was only paid from the grant for the first few months. The beneficiaries are now required to pay the rent from their profits and few of the businesses are yet earning enough profits to cover such a large expense. Therefore these businesses are also in jeopardy, but the beneficiaries will not have loans to repay should the business fail.
- **Trades selected:** Trades that men dominate are far exceeding the other trades in terms of income generated. In particular the men involved in technical trades such as motor cycle repair and air conditioning/refrigeration repair. However, some of the women and men in tailoring and cosmetology are also doing well so it is not a clear indication that these trades in general are not profitable (see Figure 13). In the towns where beauty salons and tailoring shops are not doing well, beneficiaries felt that the training did not provide them with sufficient skills to work independently at a professional level (see below).

- **Vocational Skills Training:** Beneficiaries were provided with vocational training in the nearest towns to their home. It was beyond the scope of this evaluation to assess the quality of the vocational training provided, but it is possible that this accounts for the differences in success of the businesses. Beneficiaries in Jessore, and to a lesser extent in Dhaka, expressed great concerns about their technical skills in the area of cosmetology and tailoring and these are the businesses that are the least financially successful.
- **Business Support:** While all beneficiaries were provided the same type of support, there were differences between YPSA and DAM. The staff of YPSA and DAM were provided with business development training by Enroute, a business consulting firm based on Dhaka. They, in turn provided this training to the beneficiaries. However, there were several months gap in time between the staff receiving the training and the delivery to the beneficiaries. During this interval, there was also staff turnover such that the staff conducting training for the beneficiaries from DAM did not participate in the training provided by Enroute. Each organization also developed their own training plan rather than following a set curriculum provided by the project. Staff involved from the two organizations do not share the same background. Those from DAM have less business experience than those working for YPSA. As well, Enroute employed specialists to support the beneficiaries in each location. No interviews were held with the field staff of Enroute and it is not possible to assess the impact of these differences on the business success of beneficiaries, it is possible that they contributed.
- **Businesses Locations:** With some exceptions, beneficiaries identified their own business locations. Several of these businesses are moving locations after only a couple of months of operating. Others are in locations that may, in time, also prove not to be ideal.

Student Mentors

In the end, there were fewer student mentors than originally planned. The project focused only on universities in Dhaka. According to IOM they had significant interest from students with little academic or professional experience, but few with the experience necessary to act as mentors and time available to contribute to the project. Most of the students involved in the business plan competition had too much ongoing class work to commit sufficient time to the project. They needed to attract students in the later years of the university programme who had fewer classes to attend and therefore time available for internships.

Private Sector Contributions

The process to attract the private sector has taken longer than anticipated and there are as yet, no financial or in kind commitments. Project staff had difficulty framing the proposed collaboration in a way that appealed to the companies, which wanted to know how it would benefit their business. Time was also spent bringing multiple companies together in meetings rather than approaching them individually. However, Enroute proposed some creative business partnerships that have potential to provide a sustainable income for beneficiaries. While not financial or in-kind donations, they have attracted interest from mobile financial services and mobile phone recharge services to include project beneficiaries as distributors. This has the potential to provide beneficiaries with an additional and significant source of income.

Sustainability of Businesses

Several businesses are already earning more than enough money to cover their expenses and to provide an income for the beneficiary and his/her family. However, 13 out of the 33 businesses are earning less than US\$10 per month or have losses. While not unusual for newly opened enterprises, if it does not turn around soon they will be unable to continue paying rent on their premises.

All of the male beneficiaries have taken out loans to pay for the required deposits on their business premises⁵. Given that all of the beneficiaries are from low income families this meant that all of the male beneficiaries took informal loans in order to participate in the programme. These loans are coming due and the beneficiaries expressed deep concerns about their ability to repay them. During the evaluation IOM expressed concern about this and has indicated that they will work with YPSA to help the beneficiaries renegotiate their loans to terms that can be more readily repaid by the business income.

‘My family is financially weak and cannot support me. All the money I borrowed to buy stuff. My business is not making any money. I have lost courage that I will be able to repay the loan.’ FGD, male

Beneficiary Selection Process

Identification of Potential Beneficiaries

The need for a complete cohort of beneficiaries to be identified immediately at the beginning of the project created an unnatural selection process. For most human trafficking support programmes, trafficked persons are identified in an ongoing process and referred to organizations providing assistance. They are assisted as they come into the programme. Assistance plans are developed based on the beneficiaries’ identified preferences, skills and education. In the Ashshash project, because of the short term nature of the pilot, beneficiaries were selected all at once in the beginning of the project. Project partners sought to identify appropriate candidates from amongst those they were assisting or had assisted in the past, but also sought beneficiaries from other organizations or groups working with trafficked persons in their community. Additionally, beneficiaries from the Andaman Sea crisis and from three government shelter homes were included by IOM. As a result, beneficiaries who had no previous relationship with the project partners were included in the project. Beneficiaries were also offered only the business grant option as opposed to selecting beneficiaries who, through the assistance planning process, had a previously stated preference and acumen for opening an independent business.

Selection from the government shelter was problematic on several levels. First, access to the young women was very difficult, requiring employment of attorneys and taking many months. Five out of the eight beneficiaries identified from government shelter homes had to be eliminated because arrangements could not be made to provide them with vocational skills training. Additionally, some, though not all, of the young women selected from there did not appear to be ready for entrepreneurship immediately upon exiting. Many of them lacked literacy and life skills. They were returned to families with whom they had had no contact for years. One young woman was to return to such a family home and open her business in the same week. With one beneficiary there were significant contradictions between her understanding and YPSAs. She believed her business would be located in the family home while YPSA indicated that there was a separate location⁶. Another young woman had paid deposit on rental premises when she was advised that the location was not a good one and that she should open the business in her home. She stated that she did this though she would prefer not to work out of her home. All of which is to say that the beneficiaries coming out of the government shelter home are not sufficiently involved in decisions around the businesses

⁵ For most, although not all, of the female beneficiaries grant funds were used to pay for the deposit or the business is located on family property or in the family home.

⁶ A location near to their shelter so that they could provide ongoing support to her.

they are to own and operate or do not comprehend fully the decisions being taken. The long delays involved in business start-up for these beneficiaries, launching in the final weeks of the project, a direct result of the lengthy processes involved in getting them released from the shelters, also means that though they are the most vulnerable of this vulnerable group, they will receive the least assistance for the marketing and operation of their businesses.

Requirement for documented proof of having been trafficked

There were two eligibility requirements for inclusion in the project. The first was that the person must have escaped some form of cross border trafficking. Potential beneficiaries were required to have documentary proof of having been trafficked. This requirement eliminated many potential beneficiaries, especially those who managed to escape on their own or with the help of family members back home. Inquiries with organizations serving migrants and trafficked persons in Bangladesh as well as research and global identification guidelines⁷, indicates that a lack of documentation as well as documentation with conflicting personal details is commonplace and can even be considered as additional indicators as the person having been trafficked. Common practice confirmed by organizations in Bangladesh is to take the presumed trafficked person at their word. Status as having been trafficked is then determined by the elements of the experience of the individual as told by them, if the experience includes all of the elements that make up the international definition of trafficking as defined in the UN Protocol.

The second criterion was income based, to ensure that the project focused on the most economically vulnerable. Only those with incomes of less than US\$1.25 per day were included. Project partners also conducted home visits where they could see first-hand the state of the potential beneficiaries' living conditions.

Elimination of beneficiaries midway through the project was harmful

A number of beneficiaries were eliminated from the project after having been accepted and starting vocational training. The status of these beneficiaries was in doubt due to a lack of documentation of their having been trafficked. In order to determine if the beneficiaries were indeed trafficked persons the donor and implementation organization used a trauma assessment. Each individual under question was interviewed by a psychologist who submitted a report in which their state of trauma was assessed. Those who were determined not to be highly traumatized or to be coping well with the trauma they experienced were eliminated from the project. A person's state of trauma is not an indicator of their having been trafficked. Many trafficked persons exhibit significant resilience. This does make them less in need of assistance, especially for support leading to economic independence that would make them less vulnerable to re-trafficking. Using a trauma assessment as a substitute for documentary proof of trafficking had two perhaps unintended negative consequences for the project and the beneficiaries:

- 1) Some beneficiaries who were eliminated in this way were left worse off than when they joined the project. Many had renewed hopes for their future and had already made verbal commitments for business premises. While they could use the vocational training they received to find employment, their life had been disrupted in order to join the project. Many had to leave home and live at a shelter throughout the vocational training, living without family and returning to a state of dependence on others for their daily life.

⁷ UNODC (2006). Toolkit to Combat Trafficking in Persons. United Nations Office on Drugs and Crime: Vienna. IOM (2007). The IOM handbook on Direct Assistance to Victims of Trafficking. International Organization for Migration: Geneva. Tyler Marie Christensen (2011). New Issues in Refugee Research, Research Paper No. 206, Trafficking for sexual exploitation: victim protection in international and domestic asylum law, United Nations High Commissioner for Refugees: Geneva.

- 2) It is questionable whether or not a person who is still in a highly traumatized state is in a position to operate an independent business. As a result, the project included those in the least likely position to succeed. This is not to say that they will not succeed, but they are likely to require significantly more ongoing support in order to do so.

Project Interventions

Training for Partner Staff

There were no internal evaluation methods used to assess the effectiveness of the training provided to partner staff. No pre or post training to assess knowledge acquisition and no post training evaluation to assess the impact of training. Therefore the assessment which follows is based on the perceived usefulness from staff who were trained, when it was possible to interview them, as well as on the beneficiaries' perception of how useful the staff were to them through the project.

Figure 6: To what extent is personal counselling helpful to you?⁸

Location	Very helpful	Somewhat Helpful	Not at all Helpful
Jessore	70%	30%	
Dhaka	100%		
Chittagong	90%	10%	
Cox's Bazar	91%		

Psycho-Social Counselling Training: IOM provided counselling training to both the staff counsellors from their implementing partners as well as to the project focal points who work with beneficiaries to develop their business. The vast majority of beneficiaries report counselling from both NGO staff counsellors and project staff to be 'very helpful'. Many beneficiaries reported receiving psycho-social counselling support from not only the NGO staff counsellor, but also from the project focal point and others, even though these staff are generally not trained counsellors. Therefore training for these staff is extremely important. Project partners indicated that the training was very important for them, especially for non-counsellor staff, who, in some cases, had little experience working with persons who had escaped trafficking.

Figure 7: To what extent did business training prepare you for operating your business?⁹

Location	Very helpful	Somewhat Helpful	Not at all Helpful
Jessore		100%	
Dhaka	100%		
Chittagong	100%		
Cox's Bazar	64%	9%	

Business Training: The staff of DAM and YPSA received business development training from Enroute several months before providing that training to beneficiaries. Additionally, staff changes occurred such that trained staff had left the organization and the long gap meant that material may have been forgotten prior to providing training to beneficiaries. In spite of this, the beneficiaries found the training to be quite useful. However, business success does not necessarily correlate with

⁸ Responses are from the beneficiary questionnaire; percentage of respondents.

⁹ ibid

their perception of the training. In Dhaka for example, all of the beneficiaries in the FGD found the training to be *very helpful*, but none of their businesses are yet earning a profit.

Psycho-Social Counselling for Beneficiaries

Beneficiaries are provided with ongoing counselling from NGO staff, which, as noted above, they find very helpful (see figure 4). In addition, IOM provided them with a group counselling session from Clinical Psychologist Kamal Chowdhury. With the exception of Jessore, beneficiaries reacted with great enthusiasm about this

'He helped dispel my doubts; he made us confident!' FGD, female

'He taught us everything we need to operate our business efficiently.' FGD, male

session, exclaiming that it changed their lives, improved their ability to communicate with customers and deflect conflict. They found it more helpful for their business than for their personal life which is testament to how the session was designed to focus on their new role as entrepreneurs.

Figure 8: to what extent was the group counselling session helpful for?¹⁰

Location	For Business		For Personal Life and Relationships	
	Very helpful	Somewhat Helpful	Very helpful	Somewhat Helpful
Jessore		100%	20%	80%
Dhaka	100%		75%	25%
Chittagong	90%	10%	100%	
Cox's Bazar	100%		100%	

Rapid Market Appraisal

The Rapid Market Appraisal was intended to identify the types of businesses that are most needed and most profitable in each community. However, it was put to limited use during project implementation, with most beneficiaries, especially female beneficiaries, turning to the traditional female trades of tailoring and cosmetology. The identified technical trades were undertaken by some of the male beneficiaries, who are the most successful of all the businesses to date.

According to IOM, because the RMA was conducted before beneficiary selection was complete, the locations analysed in the RMA were not the same type of locations in which beneficiaries reside and established their businesses. As well, some concerns were expressed that beneficiaries supported by DAM were encouraged to undertake vocational training offered directly by DAM rather than to consider a wider range of vocations. It should be noted however, that the female beneficiaries supported by YPSA, which used external training providers, are all also in the same two trades as those supported by DAM.

Vocational Training

Beneficiaries were provided with 360 hours of vocational training. The general consensus from nearly all informants was that the training was too short to master all necessary skills. Only 11 out of the 35 beneficiaries in the FGDs had some technical skills prior to the project. Due to the timeframe of the project, the training was condensed from the originally planned full three months to between two and two and a half months. Condensing the training into a shorter time frame may have

¹⁰ ibid

affected the beneficiaries' ability to learn necessary skills. However, training providers also stated that the normal length of the training courses is 5-6 months, far more than the 360 hours provided. While the evaluation was not able to assess the quality of training, it is notable that beneficiaries in Dhaka and Jessore stated unequivocally that they felt they were missing critical skills necessary for their vocations¹¹. Businesses in these two locations are floundering. While the evaluation could not assess if the beneficiaries' lack of skills was impacting their business, this question is worth further exploration. In spite of the limitations of the training, beneficiaries found the training helpful. While 'somewhat helpful' was a common response, discussion indicated that this was not a reflection of the quality of the training but the lack of time to learn necessary skills.

Figure 9: To what extent did vocational training prepare you for your business?¹²

Location	Very helpful	Somewhat Helpful	Not at all Helpful
Jessore	40%	60%	
Dhaka	100%		
Chittagong	60%	40%	
Cox's Bazar	64%	9%	18%

On the Job Training (OJT)

Beneficiaries were supported with OJT at a local business for two to three months. Most of the beneficiaries found OJT helpful. They stated that it gave them both more practical knowledge and confidence in their abilities. However, some found that timing of the OJT influenced its effectiveness as the businesses were too busy to teach them¹³. Additionally, the general consensus from nearly all informants was that OJT was too short for beneficiaries to learn all the skills needed to open their own business.

Figure 10: To what extent did on the job training prepare you for your work?¹⁴

Location	Very helpful	Somewhat Helpful	Not at all Helpful
Jessore	10%	90%	
Dhaka	50%	50%	
Chittagong	80%	10%	10%
Cox's Bazar	64%	27%	

Business Development Training for Beneficiaries

Enroute provided business development training for IOM's partners, who then conducted training for their beneficiaries. In the case of one partner, both staff trained by Enroute had left the organisation prior to the training being given to the beneficiaries. Each NGO developed their own training on this topic, not following a standardized set of objectives or lessons. Beneficiaries found business development training to be very helpful. They especially noted the importance of the customer service lessons. However, business plans developed during and after the training were not

¹¹ For example, cutting skills for tailors and a better understanding of chemicals used for cosmetology.

¹² Responses are from the beneficiary questionnaire; percentage of respondents.

¹³ This was especially the case in Jessore where OJT occurred during Ramadan. It is customary for residents to get new clothes at this time of year so tailoring shops were extremely busy.

¹⁴ Responses are from the beneficiary questionnaire; percentage of respondents.

satisfactory and it was clear during interviews that beneficiaries had not sufficiently learned key elements of running their business, such as book keeping, pricing, and marketing. Beneficiaries whose businesses have losses express satisfaction with their business income. This appears to reflect a lack of understanding of the cost of raw materials, how to reflect this in pricing, and how to reserve business revenue toward investing in additional raw material. Many beneficiaries are treating revenue as income, draining their business of capital, which, in time, will result in their running out of raw materials or being unable to pay business expenses, such as rent. Others are getting family or friends to help with book keeping. All of which indicate a need for improvement in the design and delivery of the business development training.

Figure 11: To what extent did business training prepare you for operating your business?¹⁵

Location	Very helpful	Somewhat Helpful	Not at all Helpful
Jessore		100%	
Dhaka	100%		
Chittagong	100%		
Cox's Bazar	64%	9%	

Businesses Grants

The project provided business grants of 820 CHF per beneficiary. While this amount is more than other organizations are providing, it is not sufficient to cover all necessary expenses, such as rental of premises, purchase of essential equipment and furnishings, a good supply of raw materials, displays, decorations and the like.

Partners used the grant money differently. DAM provided support for deposit and a few months rental of premises, leaving less grant money available for equipment and supplies. YPSA on the other hand required deposit and rental expenses to be paid by the beneficiary in order to allow more funds for the purchase of equipment and materials, but requiring beneficiaries to take loans to cover these expenses. Most of the YPSA supported businesses are doing well. However, beneficiaries need support to renegotiate the terms of their loans to provide for a reasonable repayment schedule.

The provision of equipment and raw materials was not tailored to individual business needs, but rather was the same for all beneficiaries in the same field of work. This was very apparent in some partnership businesses where each partner received the same equipment even though the business did not benefit from having multiple sets of the same tools and equipment, such as with the motorcycle repair business run by three beneficiaries which was given three sets of the same equipment and tools whereas they could perform other types of repairs if they had other tools and equipment.

Ongoing Support for Businesses

The project provided for a wide array of support for beneficiaries' businesses. In addition to staff of the implementing partners, each beneficiary was also assigned a Community Support group (CSG), a student mentor, and was provided with individualized assistance from Enroute. All but one beneficiary indicated that they received this support very often or occasionally. All found this ongoing assistance to be helpful, the vast majority, with the exception of respondents in Jessore, found it to be very helpful.

¹⁵ Ibid

Figure 12: To what extent does this ongoing support help your business?¹⁶

Location	Very much	Somewhat	Not at all
Jessore		100%	
Dhaka	100%		
Chittagong	80%	20%	
Cox's Bazar	100%		

From NGO staff: Staff from partner NGOs provided a variety of support services for project beneficiaries. They provided counselling for personal and family problems, assisted them with decision making and referred them to other available services in the community. They also provided them with business advice, such as selection of raw materials, location of business, booking keeping and the like.

Figure 13: How much continuing support do you receive for your business?¹⁷

Location	Very Often	Occasionally	None
Jessore	20%	80%	
Dhaka	75%	25%	
Chittagong	20%	80%	
Cox's Bazar	82%		9%

From Enroute: Enroute's role was expanded mid-way through the project. The business plans developed by the beneficiaries with assistance from NGO staff were not viable. Enroute was therefore engaged to assist the beneficiaries to refine their business plans and to focus on helping them market their businesses. Enroute provided signage and business cards for all beneficiaries. They also conducted marketing activities tailored to each business and involving the beneficiaries. These activities were designed to introduce the beneficiary and their business to their neighbouring businesses as well as to potential customers in the community. While no data was collected to measure directly the impact of the marketing efforts, many of the beneficiaries stated a notable increase in their business immediately following these efforts.

Figure 14: Organizations providing ongoing support to beneficiaries¹⁸

Location	DAM/YPSA	Enroute	CSG	Other
Jessore	100%	100%	90%	60%
Dhaka	100%	See footnote ¹⁹	75%	100%
Chittagong	100%	80%	50%	80%
Cox's Bazar	91%	45%	64%	36%

From CSG: YPSA and DAM pulled together a Community Support Group (CSG) for each beneficiary. The CSGs consisted of a variety of community leaders and business owners. CSG members were informed only that the beneficiaries were returned and vulnerable migrants who were opening a small business in the community. Many of the beneficiaries found the support of the CSG members

¹⁶ ibid

¹⁷ ibid

¹⁸ ibid

¹⁹ In Dhaka, while 0% of questionnaires indicated that they received ongoing support from Enroute, FGDs indicated that they received support from Asif, who works for Enroute. Beneficiaries were not always aware of the organizations with which individuals were affiliated.

to be useful. Others, while not finding them particularly useful, did not find them objectionable or injurious.

Private Sector Engagement

IOM first attempted to engage the private sector by convening a group of businesses in a general meeting to introduce them to the project and get their input into how they might contribute. They followed this up with individual meetings to only five or six individual companies. Enroute was engaged to assist with this aspect of the project, but it appeared that this aspect of the project received limited attention, which is not surprising given the priority focus on the beneficiaries and their businesses and the limited time available during this pilot phase. Time is needed to analyse each potential business partner and identify how it could link to the project or beneficiaries in order to present a suggestion to the business that would demonstrate how they would benefit from supporting the project. While not a private sector donation to the project, Enroute did identify potential private sector partners for beneficiaries which have the potential to provide beneficiaries with additional sources of income (see Performance Indicators and Targets).

Business Plan Competition

The business plan competition was designed to engage university business students in the project. However the competition itself did not add to the project outcomes or contribute to beneficiary businesses. Plans were not put to use by beneficiaries although some elements of the business plans were utilized to develop the business plan framework for the beneficiary's use. Only one student mentor was successfully recruited through the business plan competition as most of these students could not dedicate the necessary time to the project due to their class work. Rather, IOM recruited students through the universities' career services departments.

Student Mentors

Two male students and two female students were engaged as mentors. The two female mentors were utilized in Dhaka and Jessore where most of the female beneficiaries reside. The two male students were engaged in Cox's Bazaar and Chittagong where all of the male beneficiaries reside.

Only the female mentors were available for interviews at the time of the evaluation. They demonstrated great enthusiasm for the beneficiaries and their businesses as well as their role as mentors. Beneficiaries in Jessore and Dhaka were more likely to mention their support than in the other locations. However, even in these locations, their support for businesses was minimally effective, with little sign that their suggestions and ideas had been put into action. For example, the mentors put together a design book for tailoring businesses which demonstrated different necklines and other finishes. However, the beneficiaries did not feel that they had the skills necessary to make these designs. The mentors spent very little time with beneficiaries. At the time of the evaluation, the mentors had only made one visit to each beneficiary, limiting their understanding and knowledge of the individual and his or her business as well as not allowing for follow-up to reinforce their discussions²⁰.

Project Advisory Committee

The Project Advisory Committee (PAC) included members of the Ministry of Women and Children's Affairs (MOWCA), Ministry of Home Affairs, Ministry of Social Welfare and Ministry of Information. However IOM engaged the PAC only minimally in the project. The Ministry of Social Welfare assisted in getting beneficiaries released from the government shelter home and the Ministry of Information is intending on publishing some information about the activities. The Ministries involved in the PAC

²⁰ Follow-up meetings were scheduled during the final weeks of the project.

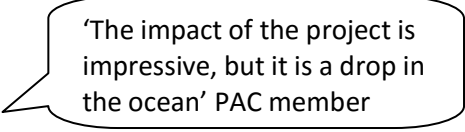
were appropriate, although community level Anti-Trafficking Committees were not engaged and may have been helpful at the local level. Leadership of the PAC is not necessarily best housed in any one particular ministry, but with an individual who is personally interested in and engaged in the project and has the ability to influence and engage those in other ministries or offices.

Coordination with other Programmes

Both DAM and YPSA have support for their counter trafficking activities from USAID through Winrock International and from the United Nations Office on Drugs and Crime (UNODC). While both organizations were aware of the Ashshash project, there was a lack of coordination between IOM, Winrock international and UNODC on how the projects could collaborate to best support beneficiaries. As a result DAM allowed for support to beneficiaries from multiple projects while YPSA did not. Because the support provided by the different projects varied considerably none of the lead organizations minded if there was overlap and in fact supported such complementarity. However this was never formally discussed and therefore never communicated to the partner NGOs.

Relevance to the National Context

The Ashshash Project is supportive of national strategies and action plans, including on combatting human trafficking, poverty alleviation, gender-based violence, and child labour. The goal of providing beneficiaries with vocational skills and livelihood support is in line with the goals of these government policies. Members of the PAC expressed support for the project and wanted to see it expanded as they felt that the pilot was too small given the extent of the problem in the country.



'The impact of the project is impressive, but it is a drop in the ocean' PAC member

In the course of trying to include beneficiaries from government run shelter homes, the project uncovered significant problems at these institutions. In particular, it was extremely difficult to get residents released from shelter homes, even those who are adults and wish to voluntarily depart. They found that the shelter homes had a general lack of support services, including psycho-social counselling, and that beneficiaries residing there did not receive education during their stay, even though they were of school age upon admittance and resided there sometimes for several years.

Recommendations

The following recommendations are made with an understanding that a future expansion of the pilot phase is being proposed. Based on discussions with the donor, the recommendations assume that the next project will be of a longer duration than the pilot. Clearly one of the biggest constraints to the pilot phase was its short duration.

Beneficiary Selection

1. Provide for a continuous selection process such that beneficiaries are selected from newly identified trafficked persons or those who are in the process of receiving assistance. Organizations supporting these individuals should develop assistance plans which focus on the beneficiaries' interests and abilities. From these trafficked persons, individuals who demonstrate an interest in having their own business can apply for the programme.
2. Comprehensive guidelines on eligibility should be provided to project partners so that beneficiaries are not eliminated after having been accepted into the project.
3. Documentary proof of having been trafficked can be used, but should not be obligatory since many trafficked persons will lack such documentation. Use of a standardized interview form such as that

currently used by IOM, is sufficient to determine if the beneficiary's experience conforms to the legal definition of human trafficking. Documentary proof may be necessary to pursue a legal case against traffickers, but should not be a requirement for presumed trafficked persons to receive assistance. According to several informants, due to the stigma associated with trafficking in Bangladesh it is rare for someone to pretend to be a victim of this crime in order to receive benefits.

4. Assess beneficiary trauma during the initial selection process to eliminate those beneficiaries who may still be too traumatized to take on the responsibilities of business ownership or to ensure that they are provided with additional counselling and other support services.
5. Use the next tracer study to see if additional criteria for success in operating a business can be identified from the pilot programme. The tracer study can look at a variety of issues to see if these have affected the success of the business, such as business location and vocational skills of beneficiary as well as demographic traits such as education, literacy, social competence, confidence, and others. Many of these traits have been found to be important factors to successful entrepreneurship by researchers.²¹ The tracer study can also be used to look at the success of those beneficiaries selected from government shelter homes as well as those who were determined to be highly traumatized to assess if there are differences in their business success compared to other beneficiaries.

Government Shelter Homes

6. Currently, few residents of government shelters appear to be prepared for running their own businesses. For a long term sustainable solution, consider adding a component to any future project to improve conditions at the government shelter homes for future potential beneficiaries: providing support to the homes for the provision of psycho-social counselling, literacy training, and basic education, including mathematics, and life skills. In the shorter term, provide for a longer and more in-depth preparation process. Potential beneficiaries residing in government shelter homes should be provided with counselling, literacy training and basic education before attending vocational skills training and opening their business.

Communication with and about Beneficiaries

7. Develop guidelines for project related staff: In a project involving vulnerable persons who have escaped trafficking, protection of privacy is paramount. It was clear that some assisting partners such as Enroute, student mentors and the CSGs had information about the beneficiaries. In some cases, such as with Enroute and student mentors they knew that beneficiaries were trafficked persons. IOM indicates that they are careful to not to reveal individuals trafficking experiences to anyone and that these partners signed the confidentiality forms and are fully briefed before deployment in the field. It is important that this continues with any future programme.

DAM and YPSA as the organizations which identified the beneficiaries are aware of individuals' trafficking experiences. They are both organizations experienced working with persons who have escaped trafficking and other vulnerable persons and have policies in place to protect them. In spite of this, however, YPSA provided the male beneficiaries with less protection of privacy than the female beneficiaries, holding public ceremonies at beneficiaries' businesses and using photos of them online. It is important that in future, the project has strict policies in place regarding the protection of privacy of beneficiaries. No one, including project partners, should be able to use beneficiary photos publicly or online or to hold public ceremonies involving beneficiaries other than for marketing of their individual businesses.

8. Develop guidelines for visitors: The project has had numerous visitors to the beneficiaries, including from the government, donors and others. While IOM indicates that they do discuss with visitors

²¹ Robert A. Baron. Psychological Perspectives on Entrepreneurship: Cognitive and Social Factors in Entrepreneurs' Success. *Current Directions in Psychological Science*, Vol. 9, No. 1 (Feb., 2000), pp. 15-18.

some guidelines about their visits in advance, a written policy would provide more assurance of protection. IOM, together with their NGO partners, should develop guidelines regarding actions that cannot be taken and topics that can and cannot be discussed with beneficiaries by visitors. For example: Visitors should not inquire about their trafficking experiences, visitors should not publish photos or discuss beneficiaries with the media, visitors should not advise the beneficiaries about their business or personal life, visitors should not discuss with the beneficiaries concerns they have about them or their business. If officials, the donor, IOM or others have a concern, NGO staff input should be sought first and then NGO staff should convey concerns or decisions to the beneficiaries.

Psycho-Social Counselling

9. Continue to provide counselling support for beneficiaries. In particular the group session with Kamal Chaudhry and his team was much appreciated by beneficiaries. Offering this session on a regular basis in future projects is advised. Project partners also provided some counselling to families, especially for beneficiaries departing from government shelter homes. Counselling for all of the beneficiaries families, to help them be a support to beneficiaries, could be beneficial.

Market Appraisal

10. More consideration should be given to determine the best trades for each individual. As can be seen in the chart below there are significant differences in the business profits depending on the trade. Encouragement of alternative trades is needed, especially for women. While a few of the women have been able to earn substantial profits in cosmetology and tailoring, the vast majority have not. While this may not be attributable solely to the type of business, as there are other differences between the successful and struggling businesses in the same trade (see Performance Indicators and Targets, sub-section Results and Outputs lagging), it is worth considering alternative trades which may be more profitable. Consider adding a component during the selection process for beneficiaries to explore the business world around them, to see how small businesses operate, to consider different vocations and better understand the realities of that vocation (see Annex 4: Exploring the World of Labour, based on a project by Swiss Contact, Tirana, Albania).

Figure 15: Average profit/loss by trade and location

	Cosmetology	Tailoring	AC & Refrigeration	Motorcycle Repair	Computer services	Electronics	Average
Jessore	\$15.26	\$5.49					\$10.38
Dhaka	-\$47.56	-\$10.34					-\$28.95
Chittagong	\$7.05	\$69.96	\$148.21	\$113.14			\$84.59
Cox's Bazar	\$98.97	\$102.56	\$42.82	\$129.49	\$60.90	\$147.44	\$97.03
Average	\$18.43	\$41.92	\$95.52	\$121.32	\$60.90	\$147.44	\$40.76

Based on November 2016 data taken from DAM and YPSA reports.

Vocational Training

11. Ensure that vocational training is sufficient to teach beneficiaries all of the skills necessary to be competent in their profession. There are many ways this may be accomplished. First, ensure that the training is of sufficient quality and duration. Select programmes that have accreditation from an external source. Consider the use of government facilities to reduce costs and allow for longer training.
12. During OJT provide beneficiaries with supplemental vocational training. This could be done in many ways, depending on what is most practical. Beneficiaries could do additional vocational training in the mornings and OJT in the afternoon. Or they could do OJT 3 or 4 days in a week and spend one or two days in additional vocational training. In this way, beneficiaries can benefit from learning on the

job, but will also have additional time to improve their technical skills. The OJT will help beneficiaries see first-hand which skills they need to improve.

13. Provide guidance and expectations for businesses hosting OJT so that beneficiaries have a positive learning experience. Rotate beneficiaries amongst more than one business so that they can learn from the experiences of several businesses. If a beneficiary is not having a positive experience with a business, move him or her to a different business as soon as possible.

Business Development Training

14. Provide business training to beneficiaries directly from business experts such as Enroute, rather than from NGO partners.
15. Develop a standard course to be delivered to all beneficiaries to ensure that all necessary topics are covered sufficiently. Ensure that steps are taken to provide a learning environment for beneficiaries who may have limited literacy. Provide training close to the time they will be opening their business. In addition to the standard topics, some additional topics to consider:
 - a. Some beneficiaries need more support to ensure they reserve some of their revenues for future investment in raw materials as well as to ensure that they price their products and services appropriately.
 - b. The course should also include the importance of and guidelines for selecting appropriate business premises.
 - c. Many beneficiaries are taking loans to support the business. It is important that they go to reliable and legitimate financial partners for these loans and that they understand and know how to negotiate terms that they will be able to repay.

Partnerships

16. Encourage partnerships by allowing grants to be used for equipment and supplies that could not be purchased for an individual. In order to succeed partnerships should offer beneficiaries something which they could not have on their own. There should be 'value added' in order to embrace the partnership model by seeing that the combined grant money of multiple beneficiaries would provide a better equipped, more efficient and profitable business.
17. Learn from other organizations experiences encouraging and supporting such partnerships. UKUP has supported several such partnerships as has Shishuk.

Ongoing Support for Businesses

18. All advisory services and support for beneficiaries should be coordinated through one organization. Currently, beneficiaries receive recommendations and suggestions from many sources and have to decide for themselves what to do. Given their position in the project and their status in society, they may feel obliged to consider everyone's advice as a directive. Coordinate all such support through one organization such that student mentors, Enroute and IOM's main NGO partner, all coordinate their recommendations and suggestions. In this way, beneficiaries will also not receive contradictory business advice.
19. Advisory support from Enroute seems to have been a critical element of success of the businesses. Expand support from Enroute or similar business consulting firm. Focus their efforts on helping beneficiaries with business plan development, identification of business premises, marketing, equipment and raw material needs, and the like. Develop a realistic one year marketing plan with beneficiaries so that they can continue marketing their business independently.
20. While the student mentors have not been especially effective to date, the cost is minimal and there is potential for them to have an important support role for beneficiaries. Consider recruiting students from project locations rather than just from Dhaka so that students can visit businesses regularly and develop longer term relationships with beneficiaries. Do not repeat the business plan competition, but recruit students by advertising internships for business students at the universities.

Coordination with Other Programmes

21. In future, complementarity across projects should be encouraged. This project is designed to provide a very specific kind of support for persons who have escaped trafficking. It was not designed to provide the full range of support services necessary. The selection of project partners who have such existing programmes of support allowed project beneficiaries to receive a wide range of services. Ensuring that the project collaborates with others in the country supporting trafficked persons, such as those supported by USAID and UN agencies would ensure that project beneficiaries can access a wide range of services such as psycho-social counselling, medical care, legal aid, life skills, and more. The USAID funded project is scheduled to continue for the next three years.

Private Sector Engagement

22. Consider engaging the private sector for both donations and as business partners. While no contributions were committed during this initial pilot phase of the project, with more time and a focused approach, there is scope to attract the private sector to the project.
23. Work with Enroute and student mentors to develop a plan for engaging with private sector companies. Allow students and Enroute to follow-up plan once it is approved. Consider allowing student mentors to be spokespersons for the project to some private sector companies, especially those with businesses directed at youth. Their enthusiasm could make them effective ambassadors to encourage such companies to contribute to the project.
24. Prioritize enrolling interested beneficiaries as Bkash and phone recharge agents. Provide support for beneficiaries to meet requirements such as basic numerical competency or support to find a small loan if necessary to meet minimum capital requirements.

Project Advisory Committee

25. The PAC could be more involved in supporting project activities. Use the PAC to gain access to government shelter homes, to promote the use of government vocational training and education funds and to provide access to beneficiaries to government micro credit schemes.

Fail Safe Plan

26. It should be expected that some businesses will fail. Preparations should be put in place in any future project to support beneficiaries whose businesses fail to thrive. This is not to say that continuous resources should be given to support the failing business. Rather, the beneficiaries themselves should be supported with counselling and options for alternative livelihoods, such as assistance in finding employment.

Monitoring and Evaluation:

27. All elements of the project would benefit from having a monitoring and evaluation plan in place. All training provided should include pre and post training tests and evaluations from participants. A plan should be in place to measure the impact of marketing services provided to beneficiaries.
28. Collect baseline data for any future project. It is far more reliable and accurate to measure changes brought about by the project if baseline data is collected before project interventions begin. Some of this data could be collected by a tracer study conducted in the beginning of the project. Other data, which is specific to individuals, would need to be collected as beneficiaries are selected throughout the project period, which could be accomplished with a simple questionnaire administered to all beneficiaries upon being selected.

Concluding Comments

In spite of the constraints imposed by the short time frame of this ambitious project, IOM has met nearly all of the Ashshash project objectives and targets. Additionally, as of November 2016, 79% of the businesses are earning profits, 53% are earning a profit equal to or exceeding the projected target of US\$50 per month (per beneficiary). The vast majority of the beneficiaries themselves are very pleased with their businesses and feel empowered and better socially reintegrated as a result of being business owners in their community. While some businesses may fail, most are in a good position given the relatively short time frame since opening.

The beneficiary selection process was the most fraught aspect of the project. The process resulted in beneficiaries being eliminated for not meeting eligibility criteria several months after having been selected and starting activities. Additionally, beneficiary selection methods which aimed to target the most vulnerable, specifically those in government shelter homes and those who were determined to be the most traumatized, may have inadvertently selected beneficiaries who were the least likely to succeed. There are many measures of vulnerability. Those who show resilience to their trafficking experience, exhibiting fewer signs of trauma, can also be vulnerable and at risk for re-trafficking if they do not receive assistance to help them achieve economic independence.

The project was designed to provide a wide range of support for the beneficiaries, including counselling from a well-trained expert and individualized support from business experts. Providing this type of professional business support as well as psycho-social counselling designed for new entrepreneurs, is unusual in such a programme and will likely turn out to be critical to the beneficiaries' success.

IOM's implementing partners indicated that they have a positive relationship with IOM staff and find them to be very supportive.

Funding for Interventions

Figure 16: Project funding by type of activity

Intervention	Taken from IOM budget line item	Budgeted (CHF)	Expended (as of 30 Nov. 2016)
Vocational and OJT Training	Activities 1.1.4 and 1.1.7	84,643	60,876
Business Grants	Activity 1.2.3	49,200	33,100
Marketing and Other Support to Beneficiary Businesses	Activities 1.2.5, 1.2.6 and 1.2.7	28,047	18,982
Rapid Market Assessment	Activity 1.2.1	5704	5704
Student Mentors	Activities 1.3.1 and 1.3.3	6,375	1,322
Psycho-Social Counselling	Activity 1.4.1	12,348	7,749
Public Sector Outreach	Activities 1.5.1 and 1.5.2	2,800	0
Project Advisory Committee	Activity 1.2.9	4,999	249

Annex 1: Organizations Interviewed

Donor:

Swiss Agency for Development and Cooperation

Implementing Organizations:

International Organization for Migration

Dhaka Ahsania Mission

Young Power in Social Action

Enroute

Government Agencies:

Ministry of Women and Children Affairs

Ministry of Home Affairs

Vocational training Providers:

Korean Technical Training Centre

Cosmetology Trainer, Dhaka Ahsania Mission, Jessore

Tailoring Trainer, Dhaka Ahsania Mission, Jessore

Private Sector Companies:

BKash

Hemas Consumer Products

Organizations Assisting Persons who Escaped Trafficking or Vulnerable Migrants

Rights Jessore

United Nations Office on Drugs and Crime (UNODC)

Winrock International

Ovibashi Karmi Unnayan Program (OKUP)

Annex 2: Beneficiary Questionnaire²²

Sex	Male	Female	
Age	16-18	19-24	30+

1. Have you opened a business yet? Yes No
2. Did you already have technical skills necessary for this type of business? Yes No
3. Did you receive vocational training through this project? Yes No How many months?
4. Are you working in the same field as your vocational training? Yes No
5. If yes, to what extent did the vocational training prepare for your work?
Very much Somewhat Not at all
6. Did you receive On the Job Training through this project? Yes No How many months?
7. If yes, to what extent did the On the Job Training prepare for your work?
Very much Somewhat Not at all
8. Did you take a business training course through this project? Yes No
9. If yes, to what extent did the business training prepare for operating your business?
Very much Somewhat Not at all
10. How much continuing support for your business do you receive?
Very often occasionally None
11. From whom do you receive this ongoing support?
Local NGO Enroute Community Support Group Other:
12. To what extent does this ongoing support help your business?
Very much Somewhat Not at all
13. What is the role of the CSG in your life or business?
14. Did you participate in a group counselling session conducted by Kamal Chaudry? Yes No
15. If yes, to what extent did this session help you with your business?
Very much Somewhat Not at all

²² The Bangla version of the questionnaire is attached in a PDF file.

16. If yes, to what extent did this session help you with your personal life and relationships?
Very much Somewhat Not at all

17. Do you continue to receive personal counselling from the local NGO? Yes No

18. If yes, to what extent is this counselling helpful to you?
Very much Somewhat Not at all

19. How satisfied are you with your business?

A. Income received so far?	Very much	Somewhat	Not at all
B. Hours of work required to operate?	Very much	Somewhat	Not at all
C. Impact on personal life?	Very much	Somewhat	Not at all

20. Were you offered economic support other than a grant to open a business?

Annex 3: Results Matrix

This matrix was completed by IOM as part of its project reporting. The evaluator has added color coding to indicate whether or not the objectives and outcomes have been achieved. Green indicates objective or outcome is fully achieved. Orange indicates that it is mostly achieved, but not fully. Red indicates it was not achieved. Comments in red provide a brief explanation for those which are partially achieved. A more detailed discussion is provided in main body of this report.

	<i>Indicators</i>	<i>Baseline</i>	<i>Target</i>	<i>Progress made during reporting period</i>
Objective: Men and women who have escaped trafficking are mainstreamed into society.	i) Men and women victims of trafficking have enhanced social status ii) Men and women victims of trafficking have increased well-being	0%	70%	
Outcome 1: Men and women who have escaped trafficking establish and operate micro-enterprises earning a minimum of 50 USD/month.	50% of the men and women are able to earn a minimum of USD 50/month for 2 months	0%	50%	
Output 1.1: Men and women who have escaped trafficking acquire the technical skills necessary to improve their work and life	i) At least 42 beneficiaries (70%) complete 6 months of training (of minimum 360 hours of which 3 months is centre-based and 3 months on the job) ii) 60 beneficiaries have improved life skills and are aware	0% 0 beneficiaries	At least 42 men and women (70%) 40, not 42 men and women were given vocational training. 360 hours of training were provided but over a shorter period of time than originally	i) 60 beneficiaries (42 female and 18 male) have been selected. Of them, 57 have initiated the 2 month skill training (39 female and 18 male) and 52 completed 2 month on the job training (36 female and 18 male). Due to delay in beneficiary selection adjustment was done in days of the skill training without hampering the course duration (360 hrs.) ii) Capacity building initiatives taken through field visits and organizing two different trainings

	<i>Indicators</i>	<i>Baseline</i>	<i>Target</i>	<i>Progress made during reporting period</i>
	about their labour and human rights		planned for 60 beneficiaries	on business development and trafficking. During the project period, the beneficiaries were sensitized on skills such as basic accountancy, customer service, inventory management, sales management, marketing, team building and negotiation.
Activities under Output 1.1 1.1.1: Invited partner NGOs with the experience of working with survivors of trafficking; skills development and enterprise establishment interventions to submit proposals to work with project. 1.1.2: Signed partnership agreements with two vetted partner organisations 1.1.3: Undertaken capacity building initiatives for NGO staff through regular coaching visits by IOM staff 1.1.4: Provided basic orientation and vocational training through qualified training institutions/organisations for 60 beneficiaries (30% men) 1.1.6: Skills training started based on beneficiary aptitude and interest by interested businesses 1.1.7: Providing food, accommodation and transport costs for 60 beneficiaries during vocational training, on-the-job-training and life skills training and initial business set up (6 months)				
Output 1.2 Men and women who have escaped trafficking acquire the sufficient knowledge to establish and operate a businesses	At least 16 micro-enterprises running involving a minimum of 42 graduates (with 2-4 partners each)	0 enterprises 0 beneficiaries	16 enterprises 42 beneficiaries 40 beneficiaries opened businesses	Activities related to this output started from late September 2016, upon completion of skills training and on the job training. During the project period, 40 beneficiaries started their businesses. 4 joint ventures and 31 individual ventures were launched.
Activities under Output 1.2 1.2.1: Commissioned a market assessment based on beneficiary needs and choices and identify small scale business opportunities for survivors 1.2.2: Selected 60 beneficiaries from six government (approx.. 5) and two NGO shelter homes and NGO programmes (30) 1.2.7 Commissioned a BDS firm to guide and review the businesses established				
Output 1.3 Coaching assistance (volunteered by university students) is available for men and women who have escaped trafficking	i) 10-12 university students involved with the enterprises of beneficiaries ii) At least 20 hours of coaching provided by each university student to the graduates	0 students 0 hours	10-12 students 4 students were engaged as mentors Minimum of 20 hours	4 Students were recruited as mentors. They have provided 20 hours of coaching to each of the graduates. They developed easy guidelines for each of the trades and guided the beneficiaries based on those. They also taught them basic accountancy, customer service etc.

	Indicators	Baseline	Target	Progress made during reporting period
Activities under Output 1.3 1.3.1: Conducted two orientation sessions/ meetings with university departments and students interested in addressing issues on irregular migration particularly the economic empowerment of disadvantaged men and women 1.3.3 Students are supporting project beneficiaries to develop business models				
Outcome 2 Men and women who have escaped trafficking are socially reintegrated into mainstream society	50% of the men and women are able to deal with difficult and/or adverse situations pertaining to their social and professional life	0%	50%	
Output 2.1 Men and women who have escaped trafficking have the knowledge of techniques to cope with difficult and/or adverse situations pertaining to their social and professional life	i) 60 trainees and graduates are each provided psycho-social counselling of at least 20 hours (or more if needed). ii) 40% beneficiaries report being able to better deal with adverse situations	i) TBD ii) 0 %	ii) 60 Trainees less than 60 beneficiaries received counselling through the project ii) 40%	Psychosocial counselling provided to 49 beneficiaries during May - June 2016. During the extension period, two more round of psychosocial counselling were arranged for 37 beneficiaries.
Output 2.2 Public and private sector partners expand their Corporate Social Responsibility (CSR) outreach and gain the knowledge to support men and women who have escaped trafficking	At least one private sector partner contributes BDT 100,000 (in-kind) for support to project trainees and graduates	0	1	In kind support was not secured from any private sector organization. Bkash, one of the major phone company has provided dealership of their product to some beneficiaries.
Activities under Output 2.2 2.2.1: Maintaining communications and correspondence with potential partners in the private and public sectors (e.g., educational institutions, corporate agencies, government bodies, educational institution) to gauge their interest in the current and potentially similar interventions for the survivors of trafficking				

Annex 4: Exploring the World of Labour

Methods of exploring the world of labour²³

Introduction

Exploring the world of labour is a process: In the beginning of this process, the participants of the coaching cycle only have little information about the variety of professions in their town/region. Therefore, they have to start by gaining an overview of the different existing professions and working fields (method 1). Step by step, the participants will increase their knowledge by visiting specific businesses in groups (methods 2 and 3). By doing this, the participants start to discover in which area and profession they are mostly interested. The information they require at this particular time is more specific. They can gather this detailed knowledge by realizing further explorations in one specific business/profession (method 4).

By realizing these activities the groups are step by step enlarging their understanding of the working fields in question. In addition, they gain first experiences in contacting business persons on their own, a competence which will be important for the future activities within the coaching cycle. The contacts established by visiting companies or discovering specific profession can be a first step towards opening doors for short Internships. It is important, that the coaches support the participants in establishing these contacts and overcome difficulties but hand over more and more responsibility in order to further the participant's autonomy.

Methods of reporting and visualization

Introduction

When exploring the world of labour the participants will get to know different businesses, discover new places and collect numerous impressions. Their minds will be enriched by a lot of topics, images and personal contacts. In order to organise and structure all these information and present it to the rest of the group, the participants can use different methods of reporting and visualization. This worksheet provides some suggestions on how this can be done. That is to say it contains a catalogue of different reporting tools which can be creatively applied and combined by the participants not only during M03 but also later on during the whole coaching cycle, for example to report their experiences within their short internships.

²³ From the Coaching Project, Swiss Contact, Tirana, Albania

1. Reporting the business variety of an area

Aim: Getting to know the variety of businesses and professions in a specific area.

Group size: groups of 3-4 participants per area

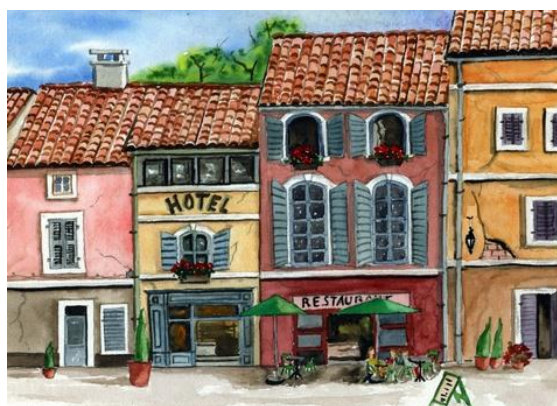
Time required: 3-4 hours

To prepare this activity the coaches divide the town or region into areas. An area contains of 2-4 streets, depending on how lively it is. It's important that the coaches previously think about which areas are suitable for exploring. It might be necessary for the coaches to visit the areas themselves before deciding.

The participants are divided into groups of 3 or 4. The coaches assign one area to every group. The groups leave – equipped with writing/drawing materials – to visit the area they are assigned to. If possible they can also document the exploration with cameras or mobile phones. They walk through every street of their area and document all the businesses, professions and working fields they discover.

Example: Rruga Ali Demi Street in Vlora

Business	Professions
Carpentry	Carpenter
Hospital	Nurse, Doctor, Physical therapist...
Restaurant	Cook, host, waiter, ...
Car wash (Lavazh)	Car wash businessman / businesswoman
...	...



The aim is that every group discovers a variety of businesses and professions (at least 10). When the groups come

back, they present their findings to the other groups by applying an appropriate visualizing method (e.g. poster, presentations, photos). By collecting the findings of all groups, the participants get an overview of the existing professions and working fields in their region.

2. Visiting businesses

Aim: Developing a general knowledge of different businesses by visiting them together with the whole group.

Group size: the group altogether

Time required: 2-3 hours per business visit

Together with the participants, the coaches choose together with the participants different businesses they would like to get to know better (3-4 businesses). The coaches contact the businesses and try to make an appointment for a business visit. It's important to inform the business persons well about the purpose of the visit and to agree upon the programme.

With the support of the coaches the participants formulate questions they would like to ask the professionals. General questions might be the same for all businesses, but the more specific questions should be adapted to the different businesses. Therefore, the participants elaborate a question guideline for every single visit.

During the business visits the participants will gain an insight into the daily work of these businesses and have the opportunity to talk to various professionals. After the visits the coaches can for example moderate a discussion among the participants about their impressions and insights.

3. Reporting three professions of one working field

Aim: Know more about a specific working field by gathering information about three professions of this field.

Group size: groups of 2-3 participants

Time required:

After reporting the variety of businesses in their region and visiting some specific businesses, the participants now know which working fields and professions exist and have an insight into some specific businesses.

Now it's time for the participants to think about their own interests: Which working field or profession am I interested in most? Which profession would I like to get to know better? The coaches' task is to inquire the interests of the participants and to collect them. By doing this, they get a list of different professions, e.g.: cook, nurse, waiter, shoemaker, carpenter, physical therapist... In order to form groups of 2-3 participants, the coaches relate the professions to different working fields:

Example:

Cook → gastronomy

Nurse → health services

Waiter → gastronomy

Shoemaker → handicraft

Carpenter → handicraft

Physical therapist → health services

Those participants who are interested in the same working field will form a group. Their task is to explore three professions of their working field in detail. The group which reports the working area “handicraft” might for example explore the professions carpenter, shoemaker and blacksmith. What exactly are these professions doing in their daily work? What are the requirements for these professions and which are the trainings needed for them?

For gathering these detailed information about the three professions, the participants might for example...

- ...explore the Internet.
- ...establish contact with people working in the professions in question, visit them in their offices and interview them about their work.
- Analyse the work with a questionnaire (who does what? Who are the clients? What products are sold/produced? Where does the material come from? Etc.)

During their exploration activities, the groups continuously report their findings. The idea is that after the exploring phase every group presents its findings to the others. There are various possible visualizing methods to report the findings (cp. handout “Methods of visualisation”). The participants can for example present the professions by means of different objects which are used in this jobs or by imitating 10 job activities using pantomimes etc.

4. Exploring the particularities of a profession

Aim: Getting to know a specific profession in detail.

Group size: every participant on his/her own

Time required: 3-4 hours

During the previous activities of exploring the labour market, the participants will step by step learn more about their own interests and might want to get a deeper understanding of one specific profession. He or she might have further questions which could not yet be answered up to now.

To get a more differentiated image of the professions and to answer their questions, the participants can for example make an expert interview with a professional or take pictures of the daily life of a business. It's the coaches' task to support every participant in defining the appropriate way to get the missing or more detailed information about the profession.