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# FINAL EVALUATION OF THE ASHSHASH – FOR MEN AND WOMEN WHO HAVE ESCAPED TRAFFICKING PROJECT (PHASE I) EVALUATION REPORT



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## 1 Table of Contents

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Acknowledgments .....	3
List of Abbreviations.....	4
Executive Summary .....	6
1 SCOPE AND APPROACH OF THE EVALUATION.....	1
2 RELEVANCE .....	3
2.1 Relevance to TiP Context .....	3
2.2 Relevance to Policy Developments.....	4
2.3 Relevance to Switzerland's Mandate .....	5
2.4 Relevance to Other Donor Initiatives.....	6
2.5 Relevance to COVID-19 Context .....	6
2.6 Relevance of Project Strategy and Approach for Achieving Objectives .....	7
2.7 Conclusions .....	8
3 EFFECTIVENESS .....	10
3.1 Achievement of Objectives.....	10
3.2 Effectiveness of Intervention Strategies .....	17
3.3 Cooperation with Private Sector.....	24
3.4 Responding to COVID-19 .....	26
3.5 Unintended Effects.....	27
3.6 Integration of DNH and CSPM principles .....	28
3.7 Implementation of GAP .....	29
3.8 Conclusions .....	31
4 EFFICIENCY .....	33
4.1 Efficacy of the Design .....	33
4.2 Structures, Resources, Systems and Policies .....	35
4.3 Efficiency of the Monitoring and Results Measurement System .....	37
4.4 Implementing Partner Capacity.....	38
4.5 Synergies with other programmes and projects .....	39
4.6 Cooperation with the Ministry of Home Affairs (MoHA) .....	40
4.7 Value for Money.....	40
4.8 Conclusions .....	44
5 SUSTAINABILITY .....	46
5.1 Potential for Sustainability.....	46



5.2	Key Factors.....	47
5.3	Conclusions .....	48
6	IMPACT .....	49
6.1	Achievement of Impact .....	49
6.2	Conclusions .....	52
7	RECOMMENDATIONS.....	53
Annex 1:	Assessment Grid of the DAC Criteria .....	1
Annex 2:	Evaluation Matrix .....	6
Annex 3:	Telephone Interviews with beneficiaries.....	13
	Selection criteria .....	13
Annex 4:	Summary of Responses from Telephone Interviews with beneficiaries .....	15
	Successful respondents' profile and structure .....	15
Annex 5:	Summary of satisfaction level per intervention measure.....	16
Annex 6:	Findings from the drop-out survey.....	18
Annex 7:	Summary of Insights from Focus Groups with beneficiaries and Interviews with mentees .....	19
Annex 8:	Cost Benefit Analysis .....	20
Annex 9:	CONCEPT FOR PHASE 2 INTERVENTION CYCLE.....	23



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## List of Abbreviations

Abbreviation	Definition
APF	Administrated Project Funds
BCR	Benefit-Cost Ratio
BCTIP	Bangladesh Counter Trafficking-In-Persons
BDT	Bangladesh Taka
BIMSTEC	Bay-of-Bengal Initiative for Multisectoral Technical and Economic Cooperation
BMET	Bureau of Manpower, Employment and Training
BNWLA	Bangladesh National Woman Lawyers' Association
BTEB	Bangladesh Technical Education Board
CBA	Cost Benefit Analysis
CHF	Swiss Franc
CSO	Civil Society Organisations
CSPM	Conflict Sensitive Programme Management
CSR	Corporate Social Responsibility
CTC	Counter Trafficking Committee
CTiP	Combating Trafficking in Person
DAM	Dhaka Ahsania Mission
DNH	Do No Harm
EDT	Entrepreneurship Development Training
EU	European Union
FS-TiP	Fight Slavery and Trafficking in Persons
GBV	Gender-Based Violence
GESI	Gender Equality and Social Inclusion
GoB	Government of Bangladesh
GVA	Gender and Vulnerability Assessment
HSP	Health Support Provider
ILO	International Labour Organization
INCIDIN	Integrated Community & Industrial Development Initiative
INGO	International Non-Government Organisation
IOM	International Organization for Migration
KAP	Knowledge Attitude and Practice
KII	Key Informant Interview
KOICA	Korean International Coordination Agency
KPI	Key Performance Indicator
LDC	Least Developed Country
LGI	Local Government Institution
LogFrame	Logical Framework
LSG	Local Support Groups
LSP	Legal Support Provider
M&E	Monitoring and Evaluation
MIS	Management Information System
MoEWOE	Ministry of Expatriates' Welfare and Overseas Employment



<b>Abbreviation</b>	<b>Definition</b>
MoHA	Ministry of Home Affairs
MoSW	Ministry of Social Welfare
MoU	Memorandum of Understanding
MoWCA	Ministry of Women and Children Affairs
MRMS	Monitoring and Results Measurement System
NGO	Non-Government Organization
NPA	National Plan of Action
NPU	Nasirullah Psychotherapy Unit
NRM	National Referral Mechanism
NTVQF	National Technical and Vocational Qualification Framework
OJT	On-the-Job Training
PIC	Project Implementation Cost
PIU	Project Implementation Unit
PSC	Project Steering Committee
PSHTA	Prevention and Suppression of Human Trafficking Act
R2G	Ready To Go Certificate
RBA	Rights-based Approach
RBF	Results Based Financing
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
SIYB	Start and Improve your Business
SOP	Standard Operating Procedures
SPP	Social Protection Partner
TiP	Trafficking in Persons
ToR	Terms of Reference
ToT	Training of Trainers
TSP	Training Service Provider
TTC	Technical Training Centre
UK FCDO	United Kingdom Foreign, Commonwealth and Development Office
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNODC	United Nations Office on Drugs and Crime
UP	Union Parishad
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
VST	Vocational Skills Training
WEMWBS	Warwick-Edinburgh Mental Wellbeing Scales
WI	Winrock International
YPSA	Young Power in Social Action

## **Executive Summary**

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### **Introduction**

Ashshash: For men and women who have escaped trafficking in Bangladesh has been initiated and funded by the Swiss Agency for Development and Cooperation (SDC) as a multi-phase project in support of men and women who have escaped trafficking to reintegrate in society and live a life of dignity.

Phase I of the project was launched in November 2018, will end in March 2023 (after being granted a no-cost extension) and is currently implemented by Winrock International.

To achieve its objectives, the project is focused on working at two levels – beneficiary (by providing services for men and women who have escaped trafficking) and institution/policy (by developing the systems required to institutionalise these services within the public and private sectors).

Currently, the project is aimed at improving the well-being of 4,500 men and women by working in five districts, i.e., Chittagong, Cox's Bazaar, Jashore, Khulna and Satkhira, across two divisions.

### **Evaluation Objectives, Scope and Methodology**

In fulfilment of the requirements defined in the Terms of Reference published by SDC on the 1<sup>st</sup> May 2022, the current evaluation aimed at:

- assessing the relevance, effectiveness, efficiency, sustainability and impact of the project in line with the OECD/DAC Criteria for evaluations and through responding to a set of specific evaluation questions defined in the ToR;
- reaffirming where the current approach is fit for purpose and highlighting where it requires modifications in the following phases to achieve the desired goal of the project.

To achieve the above, the evaluation focused on:

- assessing how the project is tracking against the defined outcomes in the current context;
- documenting the key lessons learned that may be used to adjust and improve the implementation approach when going forward with the second phase of the project;
- identifying the key bottlenecks and challenges;
- providing recommendations for overcoming these challenges.

The evaluation has been conducted prior to the completion of Phase I and as such it presents a “snapshot” of the achievements, challenges and first signs of impact. It should be noted that the captured and analysed results may change in the forthcoming months.

The evaluation has been conducted by a team of two experts, i.e., Boriana Georgieva - international team leader and Asma Alam - national consultant, within the period of 18<sup>th</sup> July 2022 to 30<sup>th</sup> September 2022.

The evaluation employed a mixed-method approach and entailed:

- a comprehensive desk research of more than 70 documents;
- an intensive field work to include:

- more than 20 key informant interviews (KIIs) with project stakeholders, among which: the Ministry of Home Affairs, partner universities; social protection partners; training service providers; entrepreneurship development training providers; employers providing employment, in kind support, market linkage; policy advocacy partners; dissemination partners; health support providers;
- telephone interviews with 45 TiP survivors who have benefited or dropped out from the programme;
- field visits to 3 project districts, i.e., Khulna, Jashore and Chittagong;
- face-to-face focus groups with 35 TiP survivors in wage or self-employment;
- interviews with 4 mentors and 5 mentees.

Quantitative and qualitative analysis was performed by using descriptive methods and by applying the triangulation approach.

## **Key Findings and Conclusions**

### **RELEVANCE**

Ashshash is highly relevant to the current TiP context with pronounced potential for becoming even more pertinent in the upcoming years, especially if its design is further elaborated to address the emerging needs at policy and community level.

At national level the project is an instrumental to boosting TiP policy developments and acknowledged as the lead contributor to establishing a National Referral Mechanism (NRM) for the victims of human trafficking. What remains to be achieved is assisting the Ministry of Home Affairs to operationalise the Prevention and Suppression of Human Trafficking Act, 2012 and the 2017 rule of law through the NRM, as well as to ground and roll out the NRM itself, thus also strengthening the synergy and cooperation with other initiatives and projects in the field of safe migration and economic empowerment.

Ashshash is fully compliant with Switzerland's mandate and is clearly aligned to the key outcomes defined within the Swiss Cooperation Programme for Bangladesh 2022-2025. Its multifaceted relevance is realised at target group level (disadvantaged men and women), in relation to Ashshash thematic focus (safe migration, economic empowerment, improved social well-being), as well as gender-sensitive approach, focus on skills development, and emphasis on private sector engagement.

Ashshash is highly relevant to the changed context created by COVID-19, as it is focused on enhancing the mental, physical and economic well-being of disadvantaged men and women, which is of highest priority at global level for building social resilience and boosting the recovery.

Overall, the project strategy is suitably chosen for achieving the planned objectives, nevertheless, the relevance of the programme could be further increased by adopting a tailored need-based approach to meaningfully address the needs of the TiP survivors and the specific local contexts.

### **EFFECTIVENESS**

With regard to achieving Phase I planned outcomes and outputs the project has achieved partial success as following:

**OUTCOME 1: Men and women who have escaped trafficking improve their social and economic well-being by using services for reintegration** – of the envisaged per employment track beneficiaries, 31% have been placed in wage employment, whereas 90% have started their own businesses; 38% success rate has been attained with regard to number of men and women





to receive legal aid to achieve justice and compensation; no data is available on improved social status due to tracer studies not being conducted by the project yet.

**Output 1.1 Women (and their families) who have escaped trafficking are counselled psychosocially** – the number of men and women who received need-based and trauma informed psychosocial counselling has been substantially overachieved, with 127% success rate as per initial targets.

**Output 1.2: Men and women who have escaped trafficking graduate from technical/entrepreneurial trainings** – the success rates as per initial targets are: 41% completion of vocational (and soft skills) training; 87% completion of entrepreneurship (and soft skills) training; 132% completion of both vocational and entrepreneurship training; 36% credit receipt through financial institutions to set up enterprises; only 4% benefit from support students to develop businesses; 99% completion of financial literacy training.

**Output 1.3: Men and women who have escaped trafficking receive health support and legal compensation** – health support was provided to 88% of the planned number of men and women and none of the survivors received legal compensation.

**OUTCOME 2: Institutions are made more accountable and effective in providing services beneficial to men and women who have escaped trafficking** – more institutions than initially planned have improved the quality and accessibility of their services for trafficked men and women, with the project achieving a success rate of 180% as per initial target.

**Output 2.1: Communities (in trafficking-prone areas) are aware about trafficking and irregular migration** – the project managed to raise the awareness of more than four times more men and women than planned, by overachieving the target with a 448% success rate.

**Output 2.2: Institutions (public/private) provide support to men and women who have escaped trafficking** – the project mobilised in kind support from private companies worth BDT 2,859,300, with which substantially overachieved but slightly deviated in nature from the target of BDT 200,000 cash contribution; the number of enterprises providing on-the-job training was overachieved with a success rate of 188% as per initial targets; the target for number of public and private legal support/aid organisations/institutions that filed complaints and legal suit was fully achieved; the number of LGI or public agencies at the grassroots level that have assigned a budget for safe migration/survivor service/counter trafficking was overachieved, with a success rate of 570% as per initial target (even though the purpose and size of these budgets remain unknown).

**Output 2.3: Public/private institutions (serving people who escaped trafficking) receive training for psychosocial counselling (on-the-job only) and/or legal support** – more than the envisaged institutions have received training for their psychosocial counsellors, with 267% success rate as per initial target, as well as more than planned psychosocial counsellors are now better trained to support men and women who have escaped trafficking, with 152% success rate as per initial target; the number of lawyers, legal experts and relevant local-level officers that have received legal training on counter trafficking has been almost achieved, with 96% success rate as per initial target.

**Output 2.4: Public/private sector further develop and use the referral system to provide comprehensive victim support** – a unified referral system to manage the cases of men and women who have escaped trafficking is still not fully functioning; all covered

districts now have up-to-date referral directories; out of the seven defined services to be provided by public and private organisations, one is not being supplied, i.e., **education**.

Concerning the **types of support measures** provided by the project, Ashshash has been extremely successful in addressing the mental and social well-being of TiP survivors, as a result of state-of-the-art **psychosocial counselling**, provided by grassroots community workers, that combines individual approach with intensively engaging survivors' families and the wider community. The project has implemented the **skills development** and **job placement** support in varied modalities, and through a multiple range of service provision stakeholders, by each approach manifesting certain strengths and limitations. Placing survivors into wage-employment has turned out to be more challenging than supporting them to start their own business and this was due to the specific local context, strong focus on predefining the employment track as means to select suitable skills development mechanism, inability to conduct face-to-face vocational and on-the-job training during the pandemic, modest engagement of the private sector to support trainees with per diems and retain them into employment after the end of the on-the-job training. Phase I showed that currently project beneficiaries demonstrate extremely low level of interest to receive **legal aid**. **Health support** has been challenging to provide due to the universal approach applied by the project and unwillingness of the public service providers to take responsibility for the quality of the provided service.

The pre-defined **gender ratio** has been partially achieved and proves challenging. There are more than the recommended male survivors who are in need of and might benefit from the programme support. In striving to achieve the ratio, the programme interventions are at risk of becoming more supply-driven than demand-driven and needs-based. Otherwise, the project's **gender action plan** (GPA) has been suitably applied, is based on an in-depth gender and vulnerability assessment, and incorporates key principles of Rights-based Approach (RBA), gender responsiveness, **Do No Harm** (DNH), respect and dignity, informed consent and privacy and confidentiality. Ashshash has also assiduously applied the **Conflict Sensitive Programme Management** (CSPM) principles.

The potential for **private sector engagement** is considerable and could be ensured within various modalities. Ashshash has already achieved some success in motivating the business to support TiP survivors. To further scale this effort up, the project should move into customising its private sector engagement strategy in line with the size, type and scope of activities of the private sector stakeholders, as well as the form of cooperation and engagement that is sought.

Among the project's most prominent **unintended effects** are: women empowerment, community-wise support that goes beyond the expected level of intervention, filling a gap with regards to lack of support for male victims, applying in practice a learner-centred vocational skills training, supplying the business with better trained labour force than if employers would recruit randomly, achieving a strategic-level and beyond the programme's scope outcome, i.e., SDC to play a key role in distributing the areas of support among the various donors working in the field of safe migration.

## **EFFICIENCY**

The programme **design** shows certain gaps, such as: certain outputs have not been suitably formulated and positioned within the results chain; there are no indicators set to measure enhancement with regards to accountability, effectiveness, quality and accessibility of the targeted institutions; the indicators of achievement at output level are predominantly quantitative; there are no mid-term targets defined at programme level to allow for robust monitoring of the achievement at donor level and planning of potential mitigation measures in a more systematic

manner; the predefined employment track ratio creates challenges at operational and beneficiary level.

To ensure the suitability of each phase's **timeframe** and duration some factors to be taken into consideration are: the programme's multi-layered design; seeking substantial outcomes at various levels; the interconnectedness and complexity of the various support measures and interventions; the time-consuming nature of enhancing the well-being of people who have experienced serious trauma; the plans for expanding the geographical coverage and scope of the project during the next phases.

Currently, the project has utilised 76% of its **budget** and has not achieved a "good" Benefit-Cost Ratio (the achieved ratio is 0.66, as opposed to 1.49 expected), which suggests that currently the **cost** to implement the programme is higher than the **benefits** achieved. This is due to: the enhancement of the well-being aspect not being envisioned as benefit to contribute to the formulation of the ratio; several initial programme assumptions for benefit generation not being realised as planned and in a timely manner; change in the exchange rate CHF to BDT. As realised, out of the total programme budget, 48% of the funds spent are associated with the direct delivery of the programme outputs "Administrated Project Funds" (APF), whereas 52% have been attributed to programme management activities – "Project Implementation Costs" (PIC) and "Project Implementation Unit" (PIU). Whereas the initial budget assumed this ratio to be 56% APF to 44% PIC&PIU.

**Structures** seem to have been effectively used, however, there is need for more **resources** to be dedicated at central and district level for monitoring, support and coordination, as well as gradually transferring the ownership of and responsibility for the service provision component to the local stakeholders.

**Synergies** with other projects and programmes, such as BSkillFUL, BCTIP (now FSTIP), ASIA CTIP, SIMS and SafeStep, are being realised but could be further expanded in Phase II.

The **implementing organisation** continuously aligns the progress tracking along with the actual implementation. Variations are incorporated within the Monitoring and Evaluation (M&E) system, which ensures robust **management**, effective **monitoring** and **control**. Nevertheless, there are some gaps observed with regards to the consistency and clarity of the available (and reported) **information on project progress and achievements**, which could be partially overcome by a more efficient use of the project Management Information System (MIS). At central level, Ashshash has only one dedicated **staff** position for monitoring and evaluation, one for private sector engagement and none for public sector mobilisation and policy level interventions, which is considered insufficient for a programme of such scale and complexity.

## **SUSTAINABILITY**

Ashshash has high **potential** for sustainability because of its overall approach and strategy to support survivors through providing a number of services by simultaneously building the capacity of the relevant stakeholders and implementing strategic policy-level interventions. The results achieved so far are essential prerequisites for ensuring that safe migration and economic empowerment could be adequately addressed at national level in the event of SDC's gradual disengagement.

Among the **factors** that directly affect the successful continuation of the programme and its positive effects are: the TiP context, the political will and stability, the active engagement of policy makers, the flexibility and efficiency of the donor, the effectiveness of the implementing organisation, the capacity of the key service providers and the active engagement of the private sector.

## IMPACT

With regards to quantity, there are some chances for Phase I impact objectives to be achieved by March 2023. With regards to the qualitative aspects, these need to be studied by conducting **tracer studies** – one at beneficiary level and one to check which organisational capacities have been improved because of Ashshash and whether the provided services are now more accessible and of higher quality.

The current evaluation shows that the programme is generating impact in line with its intervention measures, i.e., strong focus on **mental well-being**, complementary **health** support, **social well-being** achieved through working with the family and community and upskilling and job placement as first step to **economic empowerment**.

## Recommendations

The evaluation makes some key recommendations that are aligned to the overall objective of Phase II, i.e., *“Ashshash Phase 2 will be about deepening and scaling up of the impact (to other districts) and anchoring the initiatives in the local context – it will also provide more emphasis to the institutional and governance aspects of human trafficking (i.e., to implement the NPA)...However, in the later two phases, more attention needs to be to put into building and strengthening the system for service delivery.”* (Ashshash ProDoc)

Action to be Taken	Proposed Measures
<b>Recommendation 1:</b> To <b>ensure scalability at BENEFICIARY level</b> the project should: <b>a) focus on the provision of tailored need-based support as means to achieve rehabilitation and economic empowerment</b> , rather than on form of employment as the ultimate precondition for enhanced well-being, by centering the efforts around the design and implementation of individual rehabilitation support and economic empowerment plans defining the most suitable combination of support services per survivor; <b>b) uniformly broaden the selection criteria</b> by removing requirements that are creating more limitations than benefits, i.e., maximum eligible age for enrolment and return from TiP no more than 3 years from date of selection; <b>c) expand the geographical coverage</b> by selecting new districts based on share of TiP victims as a percentage of the total number of labour migrants per district, followed by conducting ex-ante DNH study, local organisations' capacity evaluation, labour market demand analysis, as well as designing customised field strategy per district and conducting intensive awareness raising campaign to prepare the ground.	<ul style="list-style-type: none"><li>• Revise all project-related documentation, including the ProDoc, the project LogFrame, the project description (at SDC level), the guidelines on the operational implementation, to acknowledge shifting the focus from form of employment to the provision of tailored need-based support.</li><li>• Revise and apply an updated beneficiaries' selection criteria.</li><li>• Select new (additional) districts by conducting comprehensive research to take into consideration percentage of the total number of labour migrants per district, as well as to involve an ex-ante DNH study, local organisations' capacity evaluation and labour market demand analysis.</li><li>• Design customised field strategy per district.</li><li>• Conduct intensive awareness raising campaign to prepare the ground in the new districts.</li></ul>
<b>Recommendation 2:</b> To <b>strengthen the system of service delivery</b> the project should <b>a) provide psychosocial counselling and health support</b>	<ul style="list-style-type: none"><li>• Design the process, methods and tools to be applied for developing a rehabilitation support plan which will be defining the tailored</li></ul>



<p>as first step towards rehabilitation; <b>b) based on individual economic empowerment plans offer 1) options for skills development</b> (life skills training, coaching for starting or developing own business, vocational skills development – classroom, OJT, mentor-mentee) <b>AND 2) facilitate income generation</b> through seed money to start or develop existing business, market linkage or job placement; <b>c) provide legal and education support through referral only; d) update the benchmark for gainful employment</b> based on the latest Consumer Price Index (CPI), Inflation Rate and Wage Rate Index (WRI) in Bangladesh, published annually by the Bangladesh Bureau of Statistics (BBS); <b>e) multiply the capacity for grassroots psychosocial counselling</b> by creating a pool of trainers from among the already trained counsellors; <b>f) ensure that the vocational skills development is provided by experienced VET service providers</b> and by applying <b>different quality-assured modalities</b> per occupation and need; <b>g) ensure job placement by combining two approaches</b>, i.e., direct cooperation with large employers and through VET service providers facilitating employment with local micro enterprises and SMEs.</p>	<p>psychosocial and health support to be provided to each beneficiary depending on specific needs.</p> <ul style="list-style-type: none"> <li>• Design the process, methods and tools to be applied for developing an economic empowerment plan which will be defining the tailored skills development and income generation support per beneficiary depending on specific needs.</li> <li>• Change project approach to provide legal and education support through referral only.</li> <li>• Establish a new up-to-date benchmark for gainful employment by applying the indexes per occupations, provided in the latest Consumer Price Index (CPI), Inflation Rate and Wage Rate Index (WRI) in Bangladesh.</li> <li>• Upskill prominent counsellors from Phase I to become trainers of new counsellors in Phase II.</li> <li>• Engage with certified vocational skills training providers to deliver, guarantee and facilitate quality-assured vocational training by applying various modalities aligned to context and needs.</li> <li>• Engage with large enterprises directly (at project level) and with smaller local-level employers through selected vocational skills training providers.</li> </ul>
<p><b>Recommendation 3:</b> To <b>anchor the initiatives in the local context</b> the project should <b>a) rethink the gender ratio</b> to better respond to the social demand by increasing the share of male TiP survivors to 35%; <b>b) decentralise the management of the service provision component</b> to ensure gradual transfer of ownership and responsibility by selecting district project partners to coordinate the support measures delivery at local level, including subcontracting and monitoring local organisations for the delivery of specific services; <b>c) ascertain the “role model” approach</b> as a successful strategy for sensitisation, awareness raising, motivation and recruitment of survivors.</p>	<ul style="list-style-type: none"> <li>• Revise the pre-defined gender ratio from 70% women/30% men to 65% women/35% men and align operational implementation accordingly.</li> <li>• Identify, select and train/guide dedicated district-level partner organisations to coordinate and manage the implementation of the project support services at local level.</li> <li>• Design the procedures and guidelines for operationalising the decentralisation of the support service component.</li> <li>• Select, train and engage prominent project beneficiaries to act as “role models” during preparatory awareness raising activities and certain stages of the support intervention cycle.</li> </ul>
<p><b>Recommendation 4:</b> To <b>ensure scalability at INSTITUTION level, as well as to provide more</b></p>	<ul style="list-style-type: none"> <li>• Initiate high level strategic meeting with MOHA to: present SDC’s priorities and areas of</li> </ul>





<p><b>emphasis to the governance aspects of human trafficking</b> the project should: <b>a) gain momentum by proactively expanding the collaboration with the Ministry of Home Affairs</b> to establish: potential areas for support to be directly provided by the project based on the current NPA (to be extended to 2025), suitable means to capture, assess and address the current needs of the Ministry, SDC's strategic role in operationalising the NRM and possible forms of higher level collaboration with regards to policy level interventions; <b>b) deepen and intensify the cooperation</b> with policy level stakeholders on which the successful service delivery depends, especially the <b>Ministry of Social Welfare</b> and the <b>Ministry of Local Government and Rural Development</b>, by offering capacity building and technical support from the project following the approach applied with MoHA; <b>c) develop customised strategies for private sector engagement</b>, depending on the specific profile, interest and scope of the targeted enterprise, as well as the potential areas of cooperation with the project, including cooperation for on-the-job training, employment, market linkage, in-kind support, facilitating seed money, health support, etc. <b>d) explore options and conduct targeted campaign to engage public service providers and NGOs in providing support</b> to TiP survivors, e.g., Probashi Kallyan Bank to provide loans to Ashshash survivors, the local public vocational skills training providers (TTCs) to provide classroom training for certain vocations, local NGOs to avail their microfinancing programmes as means to diversify access to financial support; <b>e) ensure the implementing organisation shifts internal resources from the management and administration of the beneficiary-level support services to the activities aimed at impact at institution/policy level</b> (dedicates more internal resources to the implementation of Outcome 2).</p>	<p>interest in the field of safe migration; validate the TiP support services where Ashshash has capacity to contribute to through direct provision or referral; discuss how SDC can further assist the finalisation of the NRM; discuss how SDC can contribute to the National Anti-Human Trafficking Fund; establish suitable means and methods to capture the capacity needs of MOHA.</p> <ul style="list-style-type: none"> <li>• Plan and design specific advocacy activities and events to be carried out in Phase II to ensure active engagement of all relevant government institutions at central and local level.</li> <li>• Develop comprehensive customised strategies for private sector engagement.</li> <li>• Perform a public service providers and NGOs mapping.</li> <li>• Plan and design specific advocacy activities and events to be carried out in Phase II to ensure active engagement of relevant public service providers and NGOs in providing services to TiP survivors.</li> <li>• Plan Phase II budget by increasing the relative share of funding allocated to policy/institution level interventions (Outcome 2).</li> </ul>
<p><b>Recommendation 5:</b> To <b>strengthen the overall management and implementation</b> of Phase II, the project should: <b>a) develop SMART-er outputs</b> per outcome, to ensure that the results chain is adequately reflecting the hierarchy and sequence of the expected results, as well as the impact assumptions; <b>b) set overall and mid-term targets per intervention stage and support measure</b> from the onset of the Phase II to ensure strategic monitoring of levels of achievement at donor level and applying mitigation measures in a systematic manner; <b>c) double the resources for monitoring and private sector engagement</b> at central and</p>	<ul style="list-style-type: none"> <li>• Rework the project LogFrame to ensure that the expected results are organised based on their scope and significance for the achievement of the overall outcome and impact.</li> <li>• Rework the project LogFrame to include mid-term targets per output.</li> <li>• Monitor the project progress by also supervising the mid-term targets' level of achievement.</li> </ul>



<p>district level and <b>create a dedicated position</b> within the implementing organisation <b>to guide and oversee public sector engagement and policy level cooperation.</b> d) <b>strengthen the analysis of the programme's performance and achievement</b> by making better use of the data collected within the MIS.</p>	<ul style="list-style-type: none"> <li>• Align the size and structure of the Central Project Management to include enough staff members and positions for monitoring, private and public sector engagement and policy level cooperation.</li> <li>• Use the data collected within the MIS to regularly conduct performance analysis, as well as produce statistics, short analytical reports and basic comparative studies.</li> </ul>
<p><b>Recommendation 6:</b> To <b>ensure the impact is effectively accumulated and assessed</b> the project should: a) <b>assume, report and analyse the benefit from the programme</b> by focusing on number of men and women who have received <b>tailored need-based support AND report enhanced well-being</b>, the latter to be verified by capturing entry and exit well-being levels to cover physical, mental, social and economic status, <i>thus monthly income will become only one of many and not the core well-being component to be expected and observed as part of the overall enhanced well-being</i>; b) use <b>subjective well-being as an input and outcome variable for conducting analysis that studies the interrelations cost-benefit and social cost-effectiveness.</b></p>	<ul style="list-style-type: none"> <li>• Revise the impact hypothesis to highlight the focus on receiving adequate need-based support for enhanced well-being as a prerequisite for rehabilitation and empowerment to a life of dignity.</li> <li>• Revise the indicators for impact in line with the above approach.</li> <li>• Perform entry (when enrolled) and exit (at the end of the intervention cycle) well-being surveys among all beneficiaries to capture physical, mental, social and economic status pre and post support.</li> <li>• Include “well-being” as a key input and output variable of the cost-benefit and cost-effectiveness analysis of the project.</li> <li>• Conduct tracer studies on regular basis.</li> </ul>

## 1 SCOPE AND APPROACH OF THE EVALUATION

In line with the Terms of Reference (ToR) for the Final Evaluation of Ashshash - for men and women who have escaped trafficking project, Phase I, the present evaluation **is aimed at**:

- Assessing how the project is tracking against the defined outcomes in the current context.
- Identifying the key bottlenecks and challenges.
- Providing recommendations for overcoming these challenges.
- Documenting the key lessons learned that may be used to adjust and improve the implementation approach when going forward with the second phase of the project.

The evaluation was conducted by a team of two experts, i.e., Boriana Georgieva - international team leader and Asma Alam - national consultant, within the period of 18<sup>th</sup> July 2022 to 30<sup>th</sup> September 2022.

NB: It is important to highlight that the present evaluation has been conducted prior to the completion of Phase I (*which is initially planned to end in November 2022 and granted a no-cost extension until 31 March 2023*). Therefore, the evaluation presents a “snapshot” of the achievements, challenges and first signs of impact, hence, it should be noted that the captured and analysed results may change in the upcoming months.

To meet the objectives of the evaluation, various tools and techniques were employed to collect and analyse quantitative and qualitative data at different levels.

The findings are based on evidence gathered through desk review and consultations with key stakeholders.

The conclusions are formulated by applying the triangulation method.

The recommendations are based on key findings on current context, needs, priorities and lessons learned, for the second phase to focus on areas which may require adaptation or improvement.

The evaluation also aims to explain the processes and factors that yielded the results as these were captured and reported as of 31<sup>st</sup> of August 2022.

To effectively conduct the assignment, the evaluation team methodically broke down each evaluation criterion/question defined in the ToR into key research areas and topics to be addressed, by also highlighting the data collection tools to be applied (please see [Annex 2 – Evaluation Matrix](#)). Through this mapping exercise, the assessment process was consistently guided by the DAC framework, thus providing evidence-based overview of the achieved **relevance, effectiveness, efficiency, sustainability, and impact**.

A summary of the applied tools and techniques for the primary information and data collection is presented below.

**Desk Research:** The desk research included reviewing **more than 70 documents** (please see [Annex 3 – List of Documents Reviewed](#)) and was performed on an ongoing basis. The documents



were provided by the donor - the Swiss Agency for Development and Cooperation (SDC), the implementing partner – Winrock International (WI) and other stakeholders upon request at different stages of the evaluation.

**Field Work:** Through intensive field work the evaluation team conducted numerous consultations by applying the following tools reviewed and approved by the donor:

- **Stocktaking meetings with donor and implementing partner:** Weekly stocktaking meetings were conducted to provide update on the evaluation progress, clarify aspects of the implementation and complement the joint effort to arrange the consultations with all relevant stakeholders. During the field visit in Bangladesh, the evaluation team also delivered a short debriefing session to the donor on the preliminary findings from the desk research and the field work.
- **Key Informant Interviews (KIIs):** **More than 20 KIIs** were conducted with key project stakeholders, by following structured questionnaires that were designed by the evaluation team, in line with the unique profile and role of each respondent in the programme.
- **Telephone Interviews (survey format):** To collect data at beneficiary level the evaluation team conducted **more than 40 telephone interviews** with the objective to cross-check and validate beneficiaries' employment status, as well as to establish their current wellbeing status and satisfaction level from the project intervention methods and support. These were conducted by the local consultant, following a structured questionnaire developed by the evaluation team. To identify the beneficiaries to be approached, the evaluation team applied robust selection criteria.
- **Observations:** The evaluation team conducted **field visits** to selected districts covered by the Ashshash programme, i.e., **Khulna, Jashore** and **Chattogram**. During these visits, the evaluation team also observed the activities of the service providers, as well as the **functioning of the mentor-mentee modality**. The observations were conducted by following a semi-structured scenario and blended with in-person consultations. This type of data collection complemented the qualitative research.
- **Focus Groups:** During the field visits to the selected districts, the evaluation team conducted **6 focus groups** with **35 beneficiaries**, which were dedicated on collecting insights from the interventions and support provided by Ashshash.
- **Interviews with mentors and mentees:** Upon request by the donor, the evaluation team also conducted interviews with **4 mentors** and **5 mentees** from the pilot mentor-mentee skills development modality.

Detailed information on the primary data collection tools, respondents and methods can be found in *Annex 4 – Key Informant Interviews with stakeholders*, *Annex 5 – Telephone Interviews with beneficiaries* and *Annex 6 – Focus Groups with beneficiaries*.

## 2 RELEVANCE

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This section of the report elaborates on how consistent the Ashshash overall approach, thematic focus and key objectives are to the current context of human trafficking in Bangladesh, the relevant policy developments, Switzerland's mandate and other donor initiatives. It also explores how relevant the Ashshash programme is to the changed context due to the implications created by COVID-19. Finally, it analyses the relevance of the Ashshash strategy for the achievement of its objectives.

### 2.1 Relevance to TiP Context

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The first phase of the Ashshash programme was launched as a four-year project, which supports men and women who have escaped trafficking to reintegrate into society, raise their awareness on the perils of irregular migration and improve public and private capacities to deliver services to TiP survivors. The project is currently aligned with both the outcomes of Swiss Cooperation Programme in Bangladesh 2022-25 focused on sustainable and more inclusive economic development and improved social well-being for all and two out of four objectives of Switzerland's international cooperation strategy 2021-24 focusing on creation of decent jobs and reducing the causes of forced displacement and irregular migration, which additionally highlights its strong focus on combating human trafficking.

According to the latest (2022) Trafficking in Persons Report by the US Department of State, Bangladesh remains in Tier 2. While the report outlines some positive efforts that the GoB is making, it also highlights some areas of concern, among which are: the lower number of potential TiP victims identified compared to the previous period; insufficiency of victim care; not employing SOPs to identify trafficking victims among vulnerable populations; policy changes forcing potential TiP victims to go through civil arbitration prior to initiating criminal investigations, etc. Among some of the key recommendations made in the report, and which are in unison with Ashshash aims and strategy, are to: disseminate and implement standard guidelines for provision of adequate victim care referral to protective services; expand services for trafficking victims, especially adult male victims and victims exploited abroad; enhance training for officials, including law enforcement, labour inspectors, immigration officers, and health care providers on identification of trafficking cases and victim referrals to services; adopt a revised and resourced 2018-2025 National Plan of Action, incl. dedicating resources to enhance victim care.

A negative trend observed at national level is that reportedly around 5 million women and children (age 12 to 30) have been illegally sent to India in the last decade<sup>1</sup>. In June 2021, 2,000 women trafficked to India were repatriated by BNWLA and Rights Jessore (*both organisations are Ashshash partners in providing psychosocial and legal support to TiP survivors*), of which the majority are reported to be from Jashore, Satkhira and Khulna (*which are 3 out of the 5 districts covered by Ashshash*). The above confirms that the **programme is proactively involved in addressing the implications created by the current TiP context** by engaging with relevant partners and covering relevant geographical areas.

Furthermore, additional implications occurred over the last few years, which further affected the TiP context in Bangladesh and strengthened the role of Ashshash in addressing some newly emerging needs. Reportedly, at least 50,000 female migrants returned home during the

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<sup>1</sup> Border Security Force (BSF) study "Human Trafficking Modus Operandi of touts on Indo-Bangladesh border" based on various NGO reports, 2021

pandemic, of whom around 52% claim that they were tortured or harassed at their workplaces in destination countries and that once they returned, 22% - ran into a series of problems, including social stigma, broken marriage, sickness, etc<sup>2</sup>. Among the most common social costs of migration survivors mention: loneliness, social perceptions of failure as breadwinners, psycho-social stress, emotional breakdown, and conflict in the family. Through its psychosocial support Ashshash is **addressing all the above-mentioned negative effects reported by men and women who have been trafficked**, by working individually with the survivors, but also with their families, which expands the benefits from the programme at community level. Ashshash has already counselled/supported 13,195 family and community members.

## 2.2 Relevance to Policy Developments

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As designed, Ashshash is aimed at achieving a two-fold effect, i.e., at beneficiary level and at policy level. Among the planned output activities, within Outcome 2 of Phase I are: 1) the enhancement of the services provided by public and private institutions to men and women who have escaped trafficking through developing a road map for establishing a National Referral Mechanism (NRM); 2) supporting GoB in meaningfully implementing the National Plan of Action (NPA) for counter trafficking; and 3) boosting the process of resource allocation from GoB to NGOs delivering support services for TiP survivors through the establishment of a National Anti-Human Trafficking Fund.

The above-mentioned policy-level interventions are realised in cooperation with the Ministry of Home Affairs (MoHA) and with the technical support of the Integrated Community & Industrial Development Initiative (INCIDIN)<sup>3</sup>

During Phase I, the concept of NRM roadmap has been successfully developed under the leadership of MoHA and consultations are being conducted to pursue collective engagement from various key stakeholders on operationalizing and applying the NRM in practice. The developed road map is listing the relevant agencies and striving to ground the process of the referral structure within the existing infrastructure defined by the Prevention and Suppression of Human Trafficking Act (PSHTA) 2012 and the 2017 rules<sup>4</sup>. Through developing the roadmap, the responsible agencies, tools and rule of referral have been identified. As a result, **MoHA now recognises the importance of the survivor-centric approach to developing the NRM**, an assumption which was cross-checked with and confirmed by MoHA and INCIDIN during the KIIs conducted as part of the current evaluation. Moreover, MoHA intend to use the NRM as a tool to define the areas of expertise and support that they would be receiving from international donors and civil society, as well as demarcate the support services provided to TiP survivors per funding mechanism and donor. Taking into consideration all the above, even though Ashshash is not the only project supporting the NRM's development<sup>5</sup>, **SDC is now recognized as the key driving force in the process**, which places Ashshash in a highly strategic position compared to other projects. What still remains to be achieved is supporting MoHA to operationalize the PSHTA 2012 and the 2017 rule of law through the NRM, as well as to ground and roll out the NRM itself.

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<sup>2</sup> "Gender Based Violence: Female Returnee migrants & Left-behind families of the migrants", STUDY by Refugee and Migratory Movement Research Unit (RMMRU), September 2021

<sup>3</sup> Cooperation implemented under a Technical Assistance Contract signed between the implementing organization (Winrock International) and INCIDIN in 2021.

<sup>4</sup> The three rules enacted under the PSHTA 2012 are – 1) Human Trafficking Prevention and Suppression Rules 2017; 2) Human Trafficking Prevention Fund Rules 2017; and 3) National Human Trafficking Suppression Agency Rules 2017

<sup>5</sup> IOM are also actively engaged in the process through the KOICA-IOM project.



Currently the GoB is updating the NPA 2018-2022, with the intention to extend it to 2025. The implications are that the updated NPA will be published by the end of November 2022 and that it will not be drastically changed but complemented with some additions. This would create an opportunity for Ashshash to further increase its relevance to the policy developments, especially if SDC uses the opportunity to review the current plan, reflect on their priorities in the field of safe migration and approach MoHA by asserting the areas they would like to contribute to in the future, by using the current NPA as the basis.

Through continued advocacy with MoHA, Ashshash also participated in the initiation of the National Anti-Human Trafficking Fund. To further increase its relevance, in the next phase the project may provision support to MoHA for the development of an Implementation-Guideline for the 'National Anti-Human Trafficking Fund'. During the evaluation KII, MoHA representatives mentioned that the Ministry would welcome SDC also contributing to the Fund itself.

Finally, Ashshash plays a vital role through its input for the development of the 'National TIP Report', realised through the effective cooperation with MoHA.

## 2.3 Relevance to Switzerland's Mandate

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The Swiss cooperation with Bangladesh is framed by the 2030 Agenda and **responds to the policy priorities of Bangladesh**. It is **guided by the Swiss Foreign Policy Strategy 2020–23** and **Switzerland's International Cooperation Strategy 2021–24**, which aims for improvements in the areas of economic development, the environment and climate change, human development, as well as peacebuilding and governance. The programme is also aligned with **Switzerland's Guidelines on Human Rights 2021-2024**. At national level, Switzerland is recognised as a key interlocutor and donor for migration issues in Bangladesh.

Taking into account the above, it can be confirmed that Ashshash, which is aimed at addressing the needs of men and women who have experienced trafficking, by economically and socially rehabilitating them to ensure they are not re-victimised, as well as supporting the GoB and other relevant stakeholders to provide enhanced support services to survivors, is **fully in line with Switzerland's mandate**.

One of the lessons learned from the previous programme period 2018-2021, which is now addressed in the Swiss Cooperation Programme for Bangladesh 2022-2025, is that *"Engagement in safer migration requires a long-term, cross-border approach that involves multiple stakeholders and addresses the economic and social aspects of the lives of migrant workers and their families."* In addition, Switzerland acknowledges the fact that labour migration management also constitutes a backbone of Bangladesh's graduation from LDC status and therefore **safe migration remains a fundamental component of Swiss policy dialogue and cooperation** with the government, private sector and CSOs. Over the next years this thematic area will be addressed through economic, social and human rights lens by further integrating horizontal aspects such as the DNH principle, CSPM, and gender-equality. Correspondingly, the above are the main pillars based on which the Ashshash programme is designed and functioning, which rightfully places it as **contributing to both major Swiss portfolio outcomes for 2022-2025**, i.e., sustainable and more inclusive economic development AND improved social well-being for all.

In addition, through its geographical coverage (i.e., Khulna, Jashore, Satkhira, Chattogram and Cox's Bazar), Ashshash is also **aligned to the Swiss targeted approach of supporting areas in the south-west and south of Bangladesh** that are either vulnerable to climate risks or natural disasters, poverty- and migration-prone, and hard-to-reach, or are challenged by the management of refugee settlements.

## 2.4 Relevance to Other Donor Initiatives

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Among the key donor initiatives combating human trafficking in Bangladesh is the USAID funded project Fight Slavery and Trafficking in Persons (**FSTIP**), implemented by Winrock International, being also the Ashshash implementing organisation. The project is a continuation of USAID funded project (BCTIP) on combatting TiP in Bangladesh and is dedicated towards developing the 4P paradigm to stop trafficking, with particular focus on building capacity at national and divisional level on prevention and prosecution. FSTIP works closely with prosecution sector actors to improve the flow of cases through TiP tribunals and to improve conviction of human traffickers. At national level, BCTIP worked on developing national counter trafficking strategies, including the development of the NPA and the drafting and passage of minimum standards for services provided to persons who escaped trafficking, which are areas addressed by Ashshash as well. Due to the similar focus and to some extent approach, Ashshash is to be considered **complementary and synergetic with FSTIP**, rather than relevant to it.

The International Organization for Migration (IOM) is implementing a five-year project to raise awareness and build capacity to prevent TiP, with funding from the Korean International Coordination Agency (KOICA). The project, known as **KOICA-IOM Comprehensive Programme to Combat Human Trafficking in Bangladesh**, is aimed at building the capacity of the national criminal justice system to prosecute traffickers, provide sustainable reintegration support to TiP survivors and sensitise up to one million people to the risks of trafficking and the importance of safe migration in trafficking-prone areas all over the country including Dhaka, Jashore, Satkhira and Cox's Bazar. While there is certain consistency between Ashshash and the KOICA-IOM project, it is more **important to ensure how the synergy between the two projects can be effectively established** (*further discussed in the following sections of the evaluation report*).

Another significant initiative combatting TiP, funded by the EU and implemented by the United Nations Office of Drugs and Crime (UNODC) is the Global Action Against Trafficking in Persons and Smuggling of Migrants in Bangladesh project (**GLO.ACT Bangladesh**). It is aimed at supporting GoB and civil society organisations to more effectively fight the crimes of human trafficking and migrant smuggling across the country. The project works on developing evidence-based information on trafficking and smuggling patterns and trends, legislative review and harmonization, capacity development of criminal justice actors, and international cooperation. The project also provides direct assistance to victims of human trafficking and migrants in vulnerable situations through the strengthening of identification, referral, and protection mechanisms. Again, Ashshash can be seen as **complementing the international effort to boost safer migration and as such it is more accurate to say that it is highly relevant to the SDGs<sup>6</sup> rather than to a single donor initiative**.

## 2.5 Relevance to COVID-19 Context

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The implications created by **COVID-19 significantly affected the global settings**. With regards to the social and economic context, the pandemic has further **increased the vulnerability of men and women who were already disadvantaged, by also making them more prone to trafficking**. Another aggravating factor that boosts the risk of trafficking, i.e., child marriage, has increased during the pandemic. With school closures, many young girls in rural areas of the

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<sup>6</sup> The SDGs' central reference to migration is made in Target 10.7 - to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies, which appears under Goal 10 to reduce inequality within and among countries. Other targets also make direct connections to migration topics, including labour migration (8.7 and 8.8), international student mobility (4.b), human trafficking (5.2, 8.7 and 16.2), remittances (10.c), migration data (17.18) and more. Migration is also a cross-cutting issue across the 2030 Agenda, relevant to all 17 of the SDGs.



country have been married off, despite the presence of a law criminalising child marriage. Recent trends also highlight a growing number of instances of cyber-induced trafficking, where traffickers are utilising online apps such as TikTok, Likee and Bigo. Among its other aims, Ashshash is focused on restoring the dignity and mental well-being of the TiP survivors through the provision of psychosocial support in the form of individual and family counselling services. During the focus groups conducted by the evaluation team, as well as from the responses obtained through telephone interviews with men and women supported by the Ashshash programme, it was highlighted that the counselling provided by the programme was “one of the best things that had ever happened” to the supported survivors. It should be also mentioned that during the lockdown and to effectively address the social demand, a decision was taken for Ashshash to provide tele-counselling over the phone. Moreover, the programme provided distance health support to certain survivors via services provided by DigiHealth, which is a modality that could be further explored in the future, as it has high potential to effectively address the challenges faced by beneficiaries, located in remote areas. In addition, Ashshash should be considered **highly relevant to the new context** as it not only enables the upskilling of men and women but is also facilitating their absorption by the labour market or supporting them to start their own business in times when all global economies are hit by the economic crisis and even skilled workforce are struggling to remain in employment. One minor aspect that seems underexplored is the online presence of the programme.

Taking better advantage of the implications created by the digitalisation (a process which was additionally advanced because of COVID) may increase the efficiency of the awareness raising.

## 2.6 Relevance of Project Strategy and Approach for Achieving Objectives

As designed, Ashshash is aimed at applying:

- **systems approach** which is aimed at building the capacity of government and civil society organisations to better address those who have escaped trafficking through provision of services, supporting initiatives already in place, incl. to make the NPA operational, applying the CSR scheme, assisting for the development of the NRM;
- **partnership approach** to effectively use project resources and leverage from other resources, i.e., establishing synergies with other projects, cooperation with major government ministries and agencies, cooperation with the Union Parishad and the Counter Trafficking Committee (CTC) at union, upazilla and district levels;
- **targeted approach** to ensure geographical coverage that would allow working in regions where there are many men and women who escaped trafficking, i.e., Khulna and Chattogram Divisions

Taking into account the lessons learned from the implementation of various projects and programmes addressing safer migration that in order to achieve any substantial success in combating human trafficking it is necessary to actively engage all key stakeholders at policy and grassroots level, it is undisputable that **the systematic approach that Ashshash is applying is relevant for achieving its objectives.**

To guarantee the cost-effectiveness of Switzerland’s support, and to ensure the feasibility of the planned activities, as well as the sustainability of the achieved results, Ashshash must rely on the **partnership approach, which is not only relevant but could be further explored and expanded.** This does not only include the mechanism for providing direct support to survivors (through SPPs, TSPs, LSPs, etc.), but also the format of this cooperation. The engagement of the business sector to potentially employ or support Ashshash survivors, as well as the

collaboration with the government structures at central and local level are also factors which the programme's successful implementation is heavily reliant on.

**With regards to the geographical coverage, Ashshash is relevant for achieving its objectives**, but this relevance could be further enhanced by taking into consideration the specific context in each of the targeted districts, i.e., beneficiaries' economic status, specific local labour market needs, available local trades, dispersed nature of some localities, gender ratio among TiP survivors, etc. *(this aspect is further elaborated in the following sections of the report).*

During Phase I and in response to the real context and needs Ashshash has piloted a number of modalities with regards to the support services provided by the programme. This was done in order to successfully achieve the planned objectives and to better respond to the social demand. Among the lessons learned from these endeavours are: **the more customized support offered by the programme is, the higher the success rate to achieve the ultimate aim at beneficiary level** (i.e., successful employment); and **imposing a highly pre-defined and structured skills development support guided by the type of employment track (self or wage) is challenging/demotivating for survivors who are eager to start generating income, rather than focused on the format of the skills development intervention or the employment track.** In addition, it should be noted that most survivors are seeking to identify various sources of income, which in Bangladesh informal economy-dominated context often means being wage-employed and at the same time run a small business on the side.

## 2.7 Conclusions

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Ashshash is highly relevant to the current TiP context with pronounced potential for becoming even more pertinent in the upcoming years, especially if its design is further elaborated to address the newly emerging needs at policy and community level.

Ashshash is not only consistent with the latest policy developments but is on its own merits an instrumental to boosting such developments. The programme is acknowledged as the lead contributor to establishing the NRM.

Ashshash is fully compliant with Switzerland's mandate and is clearly aligned to the key outcomes defined within the Swiss Cooperation Programme for Bangladesh 2022-2025. This multifaceted relevance is realised at target group level (disadvantaged men and women), as well as in relation to Ashshash thematic focus (safe migration, economic empowerment, improved social well-being), gender-sensitive approach, focus on skills development through vocational classroom-based training combined with on-the job practical experience (WBL), and emphasis on private sector engagement.

Ashshash is “synergetic with”, rather than “relevant to”, projects funded by other donors. This complementarity may be further explored at donors' level to ensure a more effective distribution of resources and efforts. The launch of the NRM might provide an excellent opportunity for this process to be advanced more systematically and strategically.

Ashshash is highly relevant to the changed context created by COVID-19, as it is focused on enhancing the mental, physical and economic well-being of disadvantaged men and women, which is of highest priority at global level for building social resilience and boosting the recovery. The project may better respond to the implications created by the digitalization by further expanding its online presence and the effective use of digital channels and means of communication.

While, overall, Ashshash strategy and approach are suitably chosen for achieving its objectives, the relevance of the programme could be further increased by adopting a better tailored approach,

as one of the key methods to meaningfully address the needs of the TiP survivors and the specific local contexts. This would entail the programme focusing on the ultimate aim of enhancing the mental and economic well-being of TiP survivors by applying the most suitable combination of available support measures, rather than centring the approach on the process and format of the skills development support based on preselected employment tracks.



### 3 EFFECTIVENESS

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This section presents quantitative and qualitative analysis of how and to what extent Ashshash objectives have been realised, as well as the effectiveness of the intervention strategies, by also summarising the lessons learned. Among the other areas studied are the programme's response to COVID-19, the integration of the DNH and CSPM principles, and the incorporation of the GAP into the implementation. Furthermore, the evaluation outlines the programme's unintended effects and studies the programme's engagement with the private sector.

#### 3.1 Achievement of Objectives

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Phase I of the Ashshash programme hinges on the impact hypothesis that if men and women who have escaped trafficking are provided with wage/self-employment and psychosocial counselling, then they are able to reintegrate in their communities and live a life of dignity. The programme **objective** is to support 4,500 men and women who have escaped trafficking (of which at least 70% are women) to reintegrate in society. More specifically, it is expected that 4,500 men and women are provided the opportunity for skills development, of whom 80% (3,600 men and women) will start self/wage employment and at least 70% of them (3,150 men and women) will earn at least BDT 5,000/month, for a minimum period of 6 consecutive months, within 1 year of graduation from the project. It is also expected that all the beneficiaries (4,500 men and women) benefit from psychosocial support for reintegration in their communities.

To achieve the above objectives, the programme implies **Outcomes on 2 levels**, i.e., beneficiary and policy/institutional level, as follows:

1. Men and women who have escaped trafficking use services for reintegration, for improved social and economic well-being.
2. Institutions are more accountable and effective in providing services to men and women who have escaped trafficking.

The achievement of the outcomes was foreseen to be accomplished through the delivery of specific outputs, defined in the Ashshash Logical Framework. A summary of how and to what extent the outcomes and outputs have been achieved as of the 31<sup>st</sup> August 2022, and as per the key performance indicators (KPIs)<sup>7</sup> and the initially set targets, is presented in the table below.

Taking into consideration that Phase II is aimed at deepening and scaling up of the impact with regard to reintegration and empowerment, the project could strengthen its focus and strategy by slightly reformulating its intervention logic. A suggestion for specific enhancements is provided in **Anex 10 – CONCEPT FOR PHASE II INTERVENTION CYCLE**.

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<sup>7</sup> Some indicators have been slightly reworded for more clarity and to accommodate the changes introduced during the lifetime of Phase I.

## Ashshash outcomes and outputs achievement

Indicator / Target			Result	
Outcome / Output	KPI	Target	Achieved numbers	Success rate as per original target
OUTCOME 1: Men and women who have escaped trafficking improve their social and economic well-being by using services for reintegration	Number of beneficiaries placed in wage employment	At least 3,038	954	31%
	Number of beneficiaries who start their businesses	At least 1,008	904	90%
	Percentage of beneficiaries of those placed in employment (wage or self) who report that their social status has increased in their family or community within a year	90%	Not possible to accurately measure, as tracer study is to be completed in October 2022 <sup>8</sup>	
	Number of men and women who receive legal aid to achieve justice and compensation	At least 200	76	38%
Output 1.1: Women (and their families) who have escaped trafficking are counselled psychosocially				
Number of trafficked women (and their families) who receive need-based and trauma-informed psychosocial counselling by the project		3,150	3,814	121%
Number of trafficked men who receive need-based and trauma-informed psychosocial counselling		1,350	1,915	142%
Total number of trafficked men and women who receive need-based and trauma-informed psychosocial counselling		4,500	5,729	127%
Output 1.2: Men and women who have escaped trafficking graduate from technical/entrepreneurial trainings				
Number of men and women who have escaped trafficking that complete vocational (and soft skills) training		At least 3,375	1,373	41%
Number of men and women who have escaped trafficking that complete entrepreneurship (and soft skills) training		720	627	87%
Number of men and women who have escaped trafficking that complete both vocational and entrepreneurship training		405	535	132%
Number of men and women who have escaped trafficking that receive credit through financial institutions or savings groups to set up their enterprises		180	64	36%
Number of men and women who have escaped trafficking that receive support from students to develop their businesses		1,125	42	4%
Number of men and women who have escaped trafficking that complete financial literacy training and understood external shocks (environmental, social and economic)		1,125	1,112	99%
Output 1.3: Men and women who have escaped trafficking receive health support and legal compensation				
Number of men and women who have escaped trafficking that receive health support		At least 1,800	1,583	88%
Number of men and women who have escaped trafficking that receive compensation		At least 200	0	0%

<sup>8</sup> Nevertheless, the evaluation team conducted face-to-face focus groups with 40 beneficiaries, as well as telephone interviews with another 43 survivors, which provided some valuable insights on this aspect, communicated in various sections of the report and presented in detail in [Annex 7 – Summary of Responses from Telephone Interviews with beneficiaries](#) and [Annex 8 - Summary of Insights from Focus Groups with beneficiaries and Interviews with mentees](#)

Indicator / Target		Result		
Outcome / Output	KPI	Target	Achieved numbers	Success rate as per original target
OUTCOME 2: Institutions are made more accountable and effective in providing services beneficial to men and women who have escaped trafficking	Number of public and private social institutions (shelter homes, NGOs, groups of psychosocial counsellors) that improve the quality and accessibility of their services for trafficked men and women	10	18	180%
Output 2.1: Communities (in trafficking-prone areas) are aware about trafficking and irregular migration				
Number of men and women who are aware about trafficking, irregular migration, and related risks		250,000	1,120,824	448%
Output 2.2: Institutions (public/private) provide support to men and women who have escaped trafficking				
Amount of cash contributed by the public/private companies		200,000	2,859,300	1430%
Number of enterprises that provide on-the-job training opportunities and per diem contribution for men and women who have escaped trafficking		50	94	188%
Number of public and private legal support/ aid organizations/institutions that filed complaints and legal suit		2	2	100%
Number of LGI or public agencies at the grassroots level (District, Upazila or Union level) that assign a budget for safe migration/survivor service/counter trafficking		10	57	570%
Output 2.3: Public/private institutions (serving people who escaped trafficking) receive training for psychosocial counselling (on-the-job only) and/or legal support				
Number of public/private institutions that receive training (on-the-job) for their psychosocial counsellors		6	16	267%
Number of additional psychosocial counsellors who are better trained to support men and women who have escaped trafficking		25	38	152%
Number of lawyers, law enforcement agencies, Counter Trafficking Committee members, District Employment and Manpower Offices, or local arbitrators that receive legal training on counter trafficking		At least 300	287	96%
Output 2.4: Public/private sector further develop and use the referral system to provide comprehensive victim support				
A unified referral system developed to manage cases of men and women who have escaped trafficking		1	0	0%
Number of districts with up-to-date referral directories and functioning referral networks		5	5	100%
Number of services provided by public and private organizations for men and women who have escaped trafficking through referral (counselling, health, legal, education, skills training, entrepreneurship training and financial support)		7	6	85%

## Outcome 1

The **target for placing beneficiaries in wage employment is yet to be fully achieved** (currently at only 31% success rate), whereas the planned **number of beneficiaries to start their own business is almost reached** (currently at 90%). Explanatory notes and analysis of the above-mentioned results are presented below:

- The current evaluation is being conducted in the period July-September 2022, with the agreed cut-off date for data entry and analysis – by 31<sup>st</sup> August. Thus, the current analysis is performed before the end of Phase I (*originally planned to last until 30<sup>th</sup> November 2022 and now extended until 31<sup>st</sup> March 2023*). Consequently, a large proportion of the currently enrolled beneficiaries (5,729 in total) are still to be considered in the “pipeline”, which means that it is likely that the programme achieves better success rates in the upcoming months. More beneficiaries would potentially receive a Ready to Go (R2G) certificate and/or graduate training and/or be placed in employment. Hence, the **success rate captured as of 31<sup>st</sup> August 2022 should not be regarded as definitive** but is a “snapshot” of the current progress to illustrate some observable trends, inform the final stages of the implementation, as well as the design and planning of the second phase.
- Job placement (through wage or self-employment) is the final stage of the programme support cycle at beneficiary level. Its achievement is fully reliant on the successful implementation of all preceding stages, which are mandatory and interrelated, i.e., identification, enrolment, counselling, and skills training (*which is currently delivered in 4 varieties: 1. VST comprised of classroom vocational + OJT; 2. VST delivered as mentor-mentee training; 3. EDT comprised of classroom entrepreneurial training<sup>9</sup> + business attachment; 4. COMBINED VST&EDT + OJT*). Furthermore, all stages are delivered/facilitated by different stakeholders (*SPPs, TSPs, SIYB, mentors, and employers*), all supporting Ashshash under different types of cooperation modalities. As a result, the ultimate outcome, i.e., job placement, is a derivative of a highly complex ecosystem that is relying on diverse dynamics, and **the successful achievement of the set targets is exposed to numerous factors at micro level**.
- It is interesting to note that **out of the 954 survivors already placed in wage-employment, only 12 have undertaken the COMBINED VST&EDT, whereas out of 904 survivors who started their own business, 384 are from the COMBINED VST&EDT skills development modality**. It could be argued that acquiring technical skills to be applied when developing one’s own business is regarded as more useful, than is acquiring entrepreneurship skills to complement one’s career path in wage-employment. A more in-depth analysis of the profile of the COMBINED beneficiaries reveals that there might be some “invisible” factors that also lead to choosing/being directed towards the COMBINED training. For example, for certain trades such as driving services for example, in order to practice as self-employed one still needs to obtain a driving licence, which can be only acquired through formal VST delivered by a certified training provider and this could be one reason for beneficiaries to choose/be advised to select the COMBINED skills training, where they can acquire the technical skills and the required licence, as well as learn how to run their own business.
- Survivors’ identification only began in November 2019, which is more than a year after the planned start of Phase I. There was only 1 male survivor who started his own business in 2020. Only in 2021 the programme started placing beneficiaries in employment. Hence, the current **job placement-related targets have been achieved only in the last two years of the otherwise five-year long programme**. At the same time the ex-ante cost benefit analysis assumes that the benefits from beneficiaries generating income would start accumulating in 2019, which means that initially (when the targets were set) it was anticipated that a proportion of the total number of beneficiaries would have been identified, enrolled, trained and employed

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<sup>9</sup> Currently applied in 15-day and pilot 6-day modality.

by the end of 2019. However, for a programme's first phase, where the beneficiary-level outcomes are dependent on first forming complex partnerships, building the capacity of the organisations that would be delivering the support measures, initiating a process of identification and then delivering a rather time-consuming and complex support, it could be implied that **to a certain extent the underachievement is also attributable to the design.**

- At the beginning of 2020, **COVID-19 created unprecedented implications** which resulted in seizure of all face-to-face activities. Hence, for almost two years it was extremely challenging to conduct classroom-based training, OJT and even counselling (although the implementing organisation piloted telephone counselling which proved to achieve some success). This resulted in many beneficiaries who were identified in the last months of November 2019 and the beginning of 2020 to leave the programme prematurely. The situation in 2021 did not improve significantly, hence no major results could have been achieved.
- If COVID was to be disregarded, the following findings can be taken into account: the overall duration of the whole support cycle for the beneficiaries identified in 2022 (*from enrolment to employment or starting own business*) is on average 134 days in total (longer for those who choose the wage-employment track and shorter for those who decide to start their own business). For some beneficiaries the whole **support cycle is excessively time-consuming, taking into account their urgent need to start generating income as soon as possible in order to support their families, return debts or loans.** This is one of the reasons why some survivors might have decided not to enrol, leave prematurely or choose the self-employment track over the wage one.
- The wage employment is provided by numerous (more than 500) local businesses, most of which are not formally partnering with the programme. Hence, **employing Ashshash survivors is a complex process** that is facilitated by the TSPs (*motivated by the applied in Ashshash RBF modality to successfully place beneficiaries into employment with local employers*). However, the placement into employment sometimes proves to be challenging, as businesses (especially small-size local employers) would employ only if they need and can afford to hire additional workforce, as well as if the skills acquired by the beneficiary are exactly the skills needed for the specific job. Out of 1,373 survivors who have successfully graduated VST, 431 have not been employed at all or still waiting to be employed.
- **Starting own business** (especially within the context of informal economy) **is less challenging** and almost entirely dependent on the beneficiary herself/himself. In addition, the programme is supporting 20% of those who successfully graduate EDT to start their own business by providing them with start-up capital in the form of goods, work materials or merchandise. Moreover, the self-employment track is the preferred option for a lot more than the predefined by the programme 25% of the total number of beneficiaries, the reasons being: the shorter duration of the training, previous experience as self-employed, specifics of the local context and the possibility to receive start-up capital from the programme. Out of 681 beneficiaries enrolled on EDT, 627 have successfully graduated and 520 of those have already started their own businesses.

The achievement of the target for 90% of the beneficiaries placed in employment (wage or self) to **“report that their social status has increased in their family or community within a year”** has **not been registered by the programme** yet. Reportedly, a tracer study will be performed in October 2022. Nevertheless, it could be noted that the programme baseline study (conducted in 2020) contains some information on overall well-being of TiP survivors. In addition, all Ashshash beneficiaries' entry well-being status has been captured when they were enrolled on the programme and is recorded in their casefiles that are kept with the SPPs. Therefore, it is important that the tracer study applies the same approach and set of questions, as those used by the SPPs, in order to be in a position to compare and conclude whether the well-being of those supported by Ashshash has improved and hence the indicator considered effectively achieved. In addition, if the well-being of the beneficiaries is considered at outcome, rather than impact level, defined



with such ambitious target (90% of all 4,500 beneficiaries improve their well-being) and is to be captured by beneficiaries “reporting” on this, then **suitable mechanisms for capturing the well-being status of all beneficiaries one year after graduation would be expected to have been set from the onset of Phase I**. Currently, the follow-up process is linked to the employment start date and is defined at 6 months – ending once the 6 months in employment are completed, which is not entirely in line with the requirement of monitoring the well-being within a year. This is a specific of the design that might challenge the effective monitoring of the success rate and result in the implementing organisation not being able to evidence the successful achievement of this indicator.

With regards to the number of men and women who receive **legal aid to achieve justice and compensation**, it is important to highlight that this indicator has been **added after the start of the programme**, when it was decided that legal aid would be directly provided to beneficiaries rather than available through referral. Currently, only 76 (38% success rate) out of 200 planned men and women received legal aid to achieve justice and compensation. Reportedly<sup>10</sup>, there is still **very low interest among survivors to take advantage of this support measure**, due to various reasons, among which are: reluctance to be exposed as victim of human trafficking; extensive, cumbersome, and often financially burdening process of achieving justice; lack of trust in the legal system; lack of evidence to meet the requirements for filing a complaint and/or initiating a legal case. The compensation through the legal case filing and lodging complaints at BMET was also in the program plan, but due to COVID-19, the court process was also not taking place for long periods of time, which additionally slowed the administration of the individual cases. Finally, most of the survivors are not fully aware of the scope of the existing legal services to be motivated to seek legal remedy.

### Outcome 1: Outputs

The **programme’s greatest success is the attained number of beneficiaries who have received need-based and trauma-informed psychosocial counselling**, which is already overachieved, i.e., 5,729 beneficiaries counselled vs a target of 4,500.

The **achievement of the targets for the output dedicated to the skills development components (technical/entrepreneurial trainings) is of varying success**, ranging from 132% success rate for the COMBINED VST&EDT graduation to only 4% achievement of the target in relation to beneficiaries who receive support from students to start their own businesses. This phenomenon can be explained by taking into account the fact that the cooperation with some organisations for the provision of certain services (e.g., Chattogram University for the students’ business support) has been delayed due to various external factors, the implications created by COVID, the feasibility and practicalities around certain support mechanisms, etc. However, what is important to highlight is that the **success rate for “beneficiaries who complete vocational training”, compared to what was planned, is a lot lower than the achieved rate for “beneficiaries who graduate from entrepreneurship training”**, i.e., 41% VST success rate vs 87% EDT. This leads to the conclusion that it is less challenging to motivate, train and place into employment those willing to start their own businesses. Among the reasons for the above are: the initial pre-defined target for EDT graduates being a lot lower; the better graduation rate among EDTs (less dropouts) because of higher motivation levels among those willing to start their own business, which is regarded a more sustainable means of income generation within the local context; the shorter duration of the EDT training, which requires less effort and commitment on behalf of the future entrepreneurs, compared to those opting for the VST and wage-employment.

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<sup>10</sup> As highlighted by the lead legal support provider of the programme BNWLA and confirmed by the interviewed beneficiaries.

## Outcome 2

The target for institutions being made more accountable and effective in providing services beneficial to men and women who have escaped trafficking through enhancing the quality and accessibility of their services for trafficked men and women is **reported as overachieved** – 18 institutions as opposed to 10 planned. Explanatory notes and analysis of the above-mentioned results are presented below:

- In order to analyse the achievement of this outcome, it is important to highlight that the reported number is taking into consideration all the organisations that Ashshash is partnering with to provide services to beneficiaries and that their **involvement per se is considered an indicator for success**. Nevertheless, the programme has neither performed a formal assessment of the initial capacity of the above-mentioned institutions to capture baseline levels, nor has monitored their progress against set indicators for capacity building. Therefore, if Ashshash is aimed at improving accountability, effectiveness, quality & accessibility of the services provided by certain organisations, it is necessary that a comprehensive mechanism for collecting data on the above-mentioned areas is developed. Moreover, most of the SPPs, TSPs, LSPs and other partners have vast experience in supporting donor-funded projects and programmes at national level, often by providing similar services and support modalities. Hence, for certain benefits with regards to these organisations' capacity and effectiveness to be attributable to Ashshash, it is also required to **establish whether they had any existing gaps and needs, as well as identify suitable means to measure improvement**.
- On a positive side, one capacity development area that all Ashshash partners, whose staff members have been trained on how to provide psychosocial counselling, consider as rather **innovative and acknowledge their capacity being improved** because of Ashshash is "providing **psychosocial counselling** to TiP survivors through community workers at grassroots level". All other existing donor-funded programmes that have a psychosocial counselling component provide this type of support through experienced psychosocial experts with academic background, who are better prepared to deal with some challenges, but less trusted and successful at grassroots level<sup>11</sup>.
- Another hypothesis that needs to be taken into account when analysing the effective achievement of the objectives under Outcome 2 is that, if the successful achievement of the outputs at beneficiary level (Outcome 1) is a derivative of the successful achievement of Outcome 2, then **the achieved success at policy/institutional level should be considered proportional to the achievement rate for Outcome 1**. This would mean that if by the end of Phase I, the targets with regards to number of beneficiaries employed, generating income and with enhanced well-being is achieved, then it could be assumed that the capacity of the institutions providing support to TiP survivors has been enhanced.
- Finally, judging by the success rates per output, it could be concluded that all organisations involved in awareness raising activities, including the implementing organisation who is currently leading on this component, and those providing psychosocial counselling have been capacitated by Ashshash.

## Outcome 2: Outputs

It should be highlighted that several targets have been **noticeably overachieved**, e.g., number of men and women who are aware about trafficking, irregular migration, and related risks (448% success rate), number of enterprises that provide on-the-job training opportunities and per diem contribution for men and women who have escaped trafficking (188% success rate), number of LGI or public agencies at the grassroots level (District, Upazila or Union Parishad level) that

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<sup>11</sup> As also confirmed by Dr. Kamal from NPU at Dhaka University, who is leading on the training of Ashshash psychosocial counselors. Dr. Kamal is one of the few experts in this field at national level and has supported numerous programmes funded by various national and international donors.

assign a budget for safe migration/survivor service/counter trafficking (570% success rate), number of public/private institutions that receive training (on-the-job) for their psychosocial counsellors (267% success rate), number of additional psychosocial counsellors who are better trained to support men and women who have escaped trafficking (152% success rate). While this should be acknowledged as huge success, it should be also noted that **most of the set indicators are mainly relying on quantity at basic level rather than quality**. For example, reportedly a lot more than expected LGIs and public agencies are assigning budgets for safe migration/survivor service/counter trafficking, however, the total amount of the allocated funding and its purpose remain vague and somehow outside the programme's scope and interest at output level. At the same time, Outcome 2 is aimed at making institutions more accountable and effective in providing services beneficial to men and women who have escaped trafficking, which is to be manifested through increased quality and accessibility of their services for trafficked men and women. Therefore, it would be **premature to confirm that institutions claiming that they have allocated budgets (without any additional information) directly contributes to their higher accountability and effectiveness as a result from the Ashshash programme**.

Even though more than the initially planned counsellors have been trained, it should be noted that: some of those trained have not counselled any beneficiary so far; several have only supported a few survivors; and others have counselled an extremely high number of beneficiaries. Hence, **the number of trained counsellors on its own is not enough as a prerequisite for effectiveness and improved services** of the organisations that these counsellors belong to, especially if they do not apply what they have learned in practice. On the other hand, **those who have counselled large numbers of beneficiaries have contributed enormously to their own organisation's effectiveness and accessibility**.

The outputs dedicated to capacity building with regards to providing **legal support** under Outcome 2, i.e., number of lawyers...trained (which is achieved at 99%) and number of organisations filing complaints (achieved at 100%) are directly linked to the achievement of one of the indicators at the level of Outcome 1 (number of people who achieve justice and compensation) and the level of output 1.3 (number of people who receive compensation), which are both underachieved, i.e., at 37% and 0% success rate. However, this **should not be considered as weakness of the capacity building effort but inform the project design which may consider rethinking the feasibility of certain beneficiary-level targets**.

One **major success of the programme**, even though registered as still not achieved, is the **development of the roadmap for the NRM**. This is a key breakthrough of Ashshash at national level, as it is an output-level defined objective, which is of paramount importance for the achievement of the overall aim of the Ashshash programme. As highlighted in previous sections of the report, all positive results in relation to the development of the NRM are in fact strengthening SDC's strategic role at national level in the fields of safe migration and economic development.

Even though the target in relation to the third indicator of **achievement (number of services provided)** under Output 2.4 is being continuously reported as achieved, this implication **cannot be fully confirmed**. More detail on this aspect is given in Section 3.7 Effectiveness of Intervention Strategies.

### 3.2 Effectiveness of Intervention Strategies

Ashshash is working towards enhancing the well-being of TiP survivors by providing a number of intervention strategies at beneficiary and policy/institution level. The analysis below is based on the information generated by the programme during its implementation and the data collected by the evaluation team through field work, which involved numerous consultations with partners, service providers, beneficiaries, government institutions and implementing organisation.



## AT BENEFICIARY LEVEL:

### Victim Identification, Selection and Enrolment

Ashshash has **effectively identified a large number of TiP survivors** and as of 31<sup>st</sup> August 2022 has enrolled 5,729 men and women in total. To a large extent this success should be attributed to the efforts of the SPPs and their persistence in proactively finding and convincing people to enrol on Ashshash, as well as the proactivity of the implementing organisation in finding solutions to overcome certain challenges. Nevertheless, it should be noted that the rather **rigid initial requirements of the programme affected the effectiveness of the enrolment process**, in so that identification officers (SPPs) had to spend a lot more resources than anticipated in making sure that all the requirements are met and also turn down some survivors who could have benefitted from the programme but did not comply with all the requirements. Some of the specifics that were **challenging** to address are:

- evidencing TiP status by providing formal documentation, which proved difficult to obtain, or obtaining certification from some Union Parishads – an approach which exposes survivors at community level and violates their anonymity;
- identifying survivors within a stipulated age range of 16-30, due to many female survivors being older than 30<sup>12</sup>;
- identifying survivors guided by the mandated gender ratio of 70%/30%, in favour of women, which reportedly excluded a large group of male survivors<sup>13</sup>, especially in Chattogram and Cox's Bazar.
- selecting only survivors who have returned in the last three years, due to existing demand at beneficiary level from men and women who were victimised earlier than that, have not received any support and whose wellbeing was extremely hampered.

Specific suggestions on how to overcome the above mentioned challenges and bottlenecks are provided in the Recommendations section of the evaluation report.

Otherwise, all 40 beneficiaries consulted during the field visit stated that they were effectively identified and proactively supported throughout the whole process from identification to enrolment. Four out of 43 survey respondents reported that they did not have the necessary documentation to be enrolled, but they received support from their local administration to get a TiP certification. Furthermore, the SPPs also consulted intensively community people and neighbours to further verify the status of the identified people.

### Support mechanisms

**Awareness raising:** The programme is **successful in communicating the programme messages on human trafficking at community level**, which is visible from the overachieved targets. It should be noted that the implementing organisation identified various creative ways to further enhance this aspect and which could be used as good practice example.

**Psychosocial counselling:** This is by far **the most highly praised support mechanism** of the programme, with not a single recommendation on behalf of the survivors for its improvement, except from a request for the counselling to become a service that they can use any time in the future. Another aspect that makes the counselling support highly effective is that it is provided by grassroots community workers who have excellent understanding of the local context and have gained the trust of the community, whereas other similar projects are engaging psychologists with

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<sup>12</sup> As a mitigation measure, in 2021 the programme changed the age-range criteria for women, which was extended to 35 years across all districts.

<sup>13</sup> It is worth highlighting that despite all the efforts made to abide by the gender ratio requirement, when looking at the final stage of the intervention (at impact level) currently the statistics show the following: of those wage-employed and earning BDT 5,000 or more for 6 consecutive months, men are 43% and women – 57%. The ration among the self-employed is 45% male to 55% female.

academic background to counsel TiP survivors, which is an approach often challenged at community level.

**Needs assessment:** It is a crucial stage of the support cycle, which is duly conducted by the responsible service providers, but **could be more effective if performed by also involving those organisations responsible for the VST and EDT**. This would allow for better clustering of the survivors for the skills development interventions and more effective acquisition of skills in line with education levels, previous experience and aspirations. In addition, the effectiveness of and the benefits from the needs assessment process could be substantially enhanced, if performed at key points of the intervention cycle, by applying a beneficiary-centred approach aimed at identifying and agreeing on specific support to be provided. The information collected on each beneficiary should serve for formulating specific plans for achieving rehabilitation and economic empowerment through the provision of the most suitable services.

**Selection of occupations and trades:** As planned, the beneficiaries should be able to choose a vocation/trade. However, in some cases the TSPs operating at district level do not have the training for the given vocation on offer, which was resolved by engaging Technical Training Centres (TTCs) to fill the gap. Nevertheless, while TTCs may be able to offer the training in the given vocation, they cannot form batches of trainees who are all survivors of human trafficking, hence the beneficiary would be placed in class with VET learners from totally different background and education level. Furthermore, the TTCs can only admit survivors with the requisite academic qualifications as per the BTEB.

**Selection of occupations and trades for female beneficiaries:** As planned, to boost placing women in non-traditional trades, the programme suggested that only 20% of the female survivors could be included in VST in the field of tailoring/block batik/embroidery (or other similar) garments trades and up to 20 % to be trained as beauticians. In addition, the above-mentioned should be only trained in the wage-employment track and not be supported by Ashshash to start own businesses. Such **restrictive approach proved to be unfeasible to achieve** due to the following reasons: huge gap between actual needs and aspirations and programme assumptions, non-traditional vocations still not that popular among women in Bangladesh, absence of market demand and income generation opportunities for non-traditional skills or trades at local level.

**Classroom-based vocational training:** The classroom VST is based on the approach operated by the SDC-funded BSkillFUL project, which is **applying the Swiss model** combined with the national VET requirements and standards (NTVQF). On the one hand this **guarantees high quality of the curriculum and acquisition of comprehensive set of knowledge and basic skills** into the vocation, which is appreciated by the employers at later stage. On the other, for some survivors the VST classroom training is **challenging** in so that it requires: dedicating substantial amount of time, working in a group where individual needs could be more difficult to address, travelling to the TSP centre, making effort that some of them find challenging to achieve while having to take care of their families and children. Nevertheless, classroom-based vocational training is mandatory for certain vocations and necessary for occupations that require strong theoretical knowledge. Therefore, this form of skills development cannot and should not be abandoned in Phase II. A challenge for the TSPs is **forming batches** of 25 survivors per trade due to the fact that survivors are referred by the SPPs at different times (depending on when each survivor obtains a R2G certificate), combined with the fact that survivors might have chosen different vocations. Therefore, this should not be considered so much an issue related to the effectiveness of the RBF modality, as even if TSPs are allowed to train, report and get reimbursed on individual basis, the training of less than 25 people at a time would not be cost-effective enough for the TSPs to be able to provide the service at a price as calculated by the programme.

**Entrepreneurship training:** There are **mixed views on the effectiveness of the classroom EDT**. According to the TSPs, the survivors with lower education and literacy levels are challenged to grasp on some of the concepts presented in the EDT. At the same time, most beneficiaries, even

the low literate ones, consulted via FGDs and surveys, pointed out that they found the EDT useful, since there were two trainers involved, who provided individual support, even if they were experiencing challenges during the training. SIYB, who developed the curriculum and are delivering the training in cooperation with the TSPs reckon that such potential challenge could be even better addressed, if they were involved in the needs assessment of the survivors in order for the training batches to be better structured, depending on level of education and needs. In addition, they claim that they have developed and apply training modules designed for illiterate people. Finally, some of the TSPs consider that the EDT delivery is training that they could deliver themselves, rather than rely on SIYB, due to the following reasons: currently SIYB are only involved in the delivery process itself without having the responsibility for following-up the trained survivors and making sure they start their own business (something that is a prerequisite for the TSPs to be reimbursed by the programme). Each survivor enrolled on EDT is considered a responsibility of the TSP, but the successful outcome of the training, i.e., employment and income generation, is dependent on the performance of an external to the TSP stakeholder, i.e., SIYB, which leads to dilution of liability and ownership. Taking into account the content, format and purpose of the EDT, it might be more suitable to rename this type of skills development training in a manner to better capture its essence. Instead of “entrepreneurship development training”, this intervention measure could be defined as “coaching for starting or developing own business”.

**OJT:** In practice, the programme provides an OJT with a duration of approx. 1 month. During the pandemic, OJTs were arranged close to the survivors’ residence and most of the OJTs were carried out in non-formal industry shops and businesses. Nevertheless, the **VST graduates consider the OJT useful** due to its practical nature and the specific competences that could be only acquired through work-based learning. While some of the EDT graduates were **demotivated after being placed on OJTs in local shops that are actually their main competition, some others were satisfied and found it useful**. The intended **mobilisation of employers to provide per diems was partially successful**, hence the programme had to identify other means to retain beneficiaries, e.g., subsidies in the form of stipends. At the same time, some EDT beneficiaries claim that **they managed to save from the per diem they received to add to the capital for their own business**.

**Mentor-mentee:** Once the programme gained momentum, to respond to the implications created by the pandemic and as a result from some lessons learned on the feasibility of certain intervention approaches, the implementing organisation with the approval of the donor introduced a new modality to be applied (if needs be) as an **alternative to the classroom-based VST and the OJT**. This modality is based on the Swiss model for the delivery of the VST curriculum, involves the robust use of the Logbook, is covering all the learning objectives and outcomes as designed for the traditional VST modality per trade, but is being delivered in less time and on one-to-one basis. The effectiveness of the mentor-mentee modality has been comprehensively studied and analysed as part of the current evaluation. The following trends and results could be observed:

- the modality is suitably and rigidly quality assured by the TSPs and in some cases supported by a locally based short-term VST expert recruited by the implementing organisation (i.e., in Jashore);
- the modality is applying the SDC-approved curricula and Logbooks which guarantees meeting the quality standards;
- the modality is highly suitable for vocations such as beautician, tailor, mobile phone servicing and less so for driver, electrician, welder (where the training requires specific equipment, abiding by health & safety standards, etc.);
- the modality is extremely well-accepted by the beneficiaries, as it allows them to acquire all the knowledge and practical skills they need at once AND in one place, which is in their locality, as well as ensures learner-centred approach through its one-to-one mode;

- the selection of mentors seems very effective as they are highly motivated, some have previous experience not only in the trade but also in training apprentices, and applying the SDC-approved curriculum and Logbook is not challenging for them;
- placing mentees into employment might be easier to achieve<sup>14</sup> due to the personal relationship developed between mentor and mentee;
- currently the job placement rate ensured from mentor-mentee modality is at 97%.

**Job placement support:** This stage of the intervention cycle is the **culmination towards economic empowerment** and as such requires extensive efforts on behalf of the project and the TSPs to ensure employers engagement and commitment. In Phase I, the majority of the wage-employed beneficiaries were placed in jobs through the TSPs. Only a small proportion of survivors were employed by large enterprises as a result of direct cooperation between the programme and the business. This approach should be preserved during Phase II by expanding the share of survivors to be employed by large enterprises directly partnering with the project but still relying on TSPs existing networks and relationships with smaller local employers due to the fact that micro and small enterprises form the backbone of the national economy.

**Business advisory support,** i.e., mentoring from university students: This intervention was **delayed** due to closures of universities due to COVID. Currently, the cooperation with the Chittagong University has been established and 8 students in total (all male) mentored 44 EDT beneficiaries in total. The preliminary insights are as follows: students would like and are ready to provide this type of support for a longer period, i.e., at least 3 months; other universities have expressed interest in replicating the model (University of Dhaka, University of Jashore Science and Technology), beneficiaries acknowledge the support as **useful**.

**Grants for businesses start-up capital:** The programme provided business grants (start-up in kind support capital) to 20% of the EDT beneficiaries. Reportedly<sup>15</sup>, the decision on who receives this type of support and how much should be allocated on an individual basis is taken based on the individual business plan, by also considering the trade/sector, combined with a needs assessment at beneficiary level (analysis of whether the beneficiary can take a loan from some family member, whether he/she is the main source of income, etc.). However, taking into account the extremely **low number of beneficiaries** who succeed in **obtaining loans** from financial institutions or elsewhere, existing debts and situation due to their TiP background, this intervention needs further elaboration to ensure that it is applied in the most effective, fair and transparent manner possible.

**Loans:** This type of support was envisaged to take place through information and referral (not through direct provision) and was assigned to the EDT provider. SIYB communicated to beneficiaries which were the organisations issuing loans and introduced them with some financial support providers. However, this type of intervention **did not prove to be very successful** with only 64 beneficiaries (of whom **only 30% female**) **received credit from financial institution** to start their own business. During the KIIs with Ashshash service providers it was discussed that various microfinancing options exist and can be explored in the future, but the interest rates vary substantially. An important area of future advocacy should be a cooperation with Probashi Kallyan Bank (PKB), which is the state bank under the MoHA, assisting migrant workers. Reportedly, PKB is offering accessible loan support for returnee migrants, but it seems that their process only covers the legal returnees and most of the time is not available to TiP survivors. The majority of the survivors who were referred to PKB did not get approved to receive a loan. To enhance the financial support component of the programme, Phase II might consider providing beneficiaries who would like to start their own business with seed money, a proportion of which they would be

<sup>14</sup> This needs to be further explored and validated, once more mentees graduate the programme and are placed in employment.

<sup>15</sup> As explained by the implementing organisation and the TSPs.



entitled to return to the project, thus creating a pot of funds to be available for other men and women who might need a start-up capital.

**Health support:** The programme **struggled to ensure healthcare support** to survivors under its existing modality or through referrals. It only managed to cover some transportation costs and purchasing some medication. This was also due to the uniformly allocated budget per survivor (*reportedly, some survivors did not need health support, while others required significant support which could not be adequately addressed by the programme*). Addressing the need for health care, the programme changed its strategy and engaged in partnership with private healthcare providers to deliver health support through the provision of health insurance support<sup>16</sup> and distance health support over the phone. However, this ad-hoc solution needs to be further elaborated to ensure that this type of support is available and meaningfully provided. This could be achieved by the programme providing health support in line with real need and only if such need exists, established via robust criteria and procedure. A certain portion of funding for healthcare support could be allocated with a ceiling on the maximum per survivor and emergency provisions to extend the amount where necessary.

**Legal support:** Addressing the legal support aspect through referral **proved ineffective at the beginning**. Therefore, Ashshash engaged a dedicated legal support providing partner (BNWLA) to address the needs for legal support of Ashshash beneficiaries. Nevertheless, this **new strategy is still not succeeding** as expected, due to various reasons highlighted in the previous sections of the evaluation report.

**Some planned interventions were not realised**, hence their effectiveness could not be analysed, i.e., Local Support Groups (LSGs) and Fail Safe Plans. It should be highlighted that the programme envisaged providing Education Support for beneficiaries who wish to continue their education instead of undertaking technical or entrepreneurship training, to be provided in the form of a stipend/financial support for men and women to continue their education at a public school or an NGO funded school, in their locality, at the primary or secondary levels. Reportedly, this was never realised due to Ashshash “not finding any such survivors who wished to continue their education”. Nevertheless, the education service is one of the 7 services defined within Outcome 2 of the programme, i.e., Output 2.4: “Public/private sector further develop and use the referral system to provide comprehensive victim support; number of services provided by public and private organizations for men and women who have escaped trafficking through referral (counselling, health, legal, education, skills training, entrepreneurship training and financial support)”. Hence, **if education support was not provided by Ashshash, then output 2.4 cannot be reported as achieved**.

\*More detail on the perceptions and opinions of the Ashshash beneficiaries with regards to the intervention strategies can be found [Annex 5 – Telephone interviews with beneficiaries](#) and [Annex 6 – Focus Groups with beneficiaries](#).

Ashshash approach to offer various forms and types of support is highly appropriate taking into account the variety of survivors’ needs, background and profile. However, the support measures could be further aligned to specific needs and provided in a better informed and justified manner. This could be achieved by linking each type of support to a specific aspect of the rehabilitation and economic empowerment of each survivor and by the programme offering a holistic combination of services per beneficiary. Through providing psychosocial and health support, the project is working towards rehabilitation. Through providing skills training (life skills, entrepreneurship and vocational) and facilitating income generation (seed money, job placement,

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<sup>16</sup> The health insurance service provided by DigiHealth to Ashshash beneficiaries will be discontinued after the end of the agreement period. The reason is that the insurance was used for hospitalisation, which is an aspect of high risk for the insurance provider's reputation. While DigiHealth is not in a position to control the quality of the hospital services, the dissatisfied patients blame the insurance provider in case any problem occurs.

market linkage), the project is working towards economic empowerment. Based on lessons learned from Phase I, it might be more appropriate for Ashshash to offer legal and education support through a referral rather than through direct provision.

## INSTITUTION/POLICY LEVEL

### Cooperation for capacity building (private and public sector):

**Training of institutions and individual psychosocial counsellors for psychosocial counselling:** This intervention measure can be **considered effective** in so that:

- an innovative model was introduced which allowed for equipping community workers with new skills, i.e., to provide counselling at grassroots level;
- engaging community workers to provide counselling rather than recruiting academic background psychologists is a lot more cost-efficient for the programme;
- while more effort and resources are required to train community workers to provide psychosocial counselling, the results at beneficiary level are less challenging to achieve as community workers are trusted and have already built their reputation at community level;
- the approach has high potential for scalability, especially if the already trained and experienced counsellors are engaged in training new counsellors to support the programme.

**Training of partners and subcontractors:** Numerous capacity building interventions were conducted to enhance the competences and services of various organisations with different roles in the programme, i.e., training on identification and enrolment of survivors; training and support of CTIP activists; participatory group training to strengthen the capacities of social workers, lawyers, CTC members, local arbitrators, member of law enforcement agencies, officials from departments of social services; training on application of DNH principles and right-based framework when working with victims of TiP; MIS training and refreshers; gender issues and many more. While these trainings were acknowledged as positive and effective by the trained organisations, **some consider this type of intervention necessary to address the specific needs and requirements of the programme, rather than an opportunity to increase their organisations' overall capacity.** More efforts should be made by the programme to demonstrate that the knowledge and skills acquired through Ashshash are meant to increase the overall capacity of these organisations which should result in enhancing all their activities, including those outside project-based work.

### Cooperation for support to the project implementation:

**Private sector:** discussed in a dedicated section of the Evaluation Report, i.e., Section 3.3 Cooperation with Private Sector.

**Public sector:**

- **Universities** – The effective cooperation with University of Dhaka (in particular **NPU**) with regards to the development and delivery of the psychosocial support is one of the **founding pillars for the success of the whole Ashshash programme.** The cooperation with **Chittagong University** for the business advisory support programme is **to be expanded and further explored**, as due to COVID it is still partially deployed and tested.
- **Financial Institutions** – Building partnerships for credit support to businesses created by beneficiaries **has not been very successful** so far.

## Cooperation for policy development

**MoHA:** discussed in a dedicated section of the Evaluation Report, i.e., 4.6 Cooperation with the Ministry of Home Affairs.

**Other Ministries:** During the evaluation it became apparent that the cooperation between Ashshash and other ministries, apart from MOHA, is **currently not very active**, even though representatives of the MoSW, MoEWOE, MoWCA, Ministry of Information and MoLGRD and others sit on the Project Steering Committee (PSC). During the next phase the programme should invest more effort and resources to intensify the cooperation with the above-mentioned and other government institutions. This is necessary as Ashshash is built on the assumption that support to survivors should be provided by: informing the population of the available support mechanisms, referral where the CTC is a key player, having special focus on female survivors, and boosting employability through vocational and entrepreneurship training.

### 3.3 Cooperation with Private Sector

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Ashshash and the private sector have **common interests** among which are: the investment in skilled workforce and development; the acquisition and supply of labour market demand-driven competences; and boosting the economic and social wellbeing of disadvantaged people. Reportedly, **Ashshash is the first programme in Bangladesh that is addressing the topic of human trafficking through engaging the private sector for ensuring employment, OJT, CSR fund mobilisation and market linkage for the economic empowerment of the survivors.**

In Phase I, the PSE efforts are being focused on exploring the following aspects: the potential for applying the shared value model for skilled wage employment and enterprise development; identifying emerging businesses willing to support the programme; initiating win-win partnerships with key private sector stakeholders by contributing to their core business interests and at the same time address the development objectives. To achieve the above the implementing partner has produced a Private Sector Landscaping Report, reports on knowledge sharing sessions on engaging the private sector and meetings to exchange knowledge, as well as developed an Engagement Strategy and Assessment Report on Private Sector Engagement. Events dedicated to PSE were held in all covered by the programme districts.

As a result of these efforts, a wide range of private sector actors are currently engaged in the economic empowerment process of Ashshash beneficiaries, by supporting them with employment, enterprise development opportunities, in kind contributions and other support mechanisms. Some of the key successes achieved so far with regards to the PSE are:

- 954 survivors are already employed by private companies at local level with an average monthly salary that is higher than the expected minimum of BDT 5,000.
- During COVID-19, Ashshash mobilised a CSR fund from a leading private company PRAN RFL Group, who provided emergency livelihood support to 694 survivors worth of BDT 859,300.
- Ashshash has initiated the engagement of some of its EDT beneficiaries in the product retailing channel of ACI limited to avail price leverage, which benefited 56 survivors.
- With the support of bKash, Ashshash managed to safely and securely transfer the emergency support money to its beneficiaries.
- With the assistance from DigiHealth, Ashshash provided direct health support to some of its survivors.

In line with Ashshash PSE Strategy, the programme is selecting private organisations to be approached by assessing them and applying a due diligence procedure. It was intended that Ashshash would engage with the selected organisations based on three modes of cooperation: partnership agreement, Memorandum of Understanding (MoU), and collaborative agreement. Currently, the private sector engagement is being implemented through **partnership agreements**

(with the private service providers working directly with the beneficiaries), **MoUs** (with large-scale businesses, e.g., PRAN RFL, ACI, etc.), **less formal agreements** for support (e.g., Shin Shin which is a large RMG employer willing to expand the scope of cooperation with the programme but not interested in signing a MoU with Ashshash<sup>17</sup>) and **without any agreement** at programme level (a model applicable to all small businesses and companies that absorb the majority of the Ashshash beneficiaries opting for the wage-employment track).

Despite the implication at strategy level that large employers are likely to have and implement a CSR agenda, this assumption was not entirely confirmed during the conducted KIIs. However, what was unanimously acknowledged was that, **if enough evidence is available to demonstrate the benefits for the business from supporting TiP survivors, the decision to cooperate with the programme is easily taken by the top management of the company.** Another key finding with regards to the large employers absorbing some of the Ashshash VST beneficiaries into wage-employment, is that **as long as the programme generates skilled workforce, the business would keep employing survivors.** In addition, the **large companies seem more interested in being supplied with ready-trained workforce** and not so much inclined to provide OJTs.

The perspective and incentive of the **small businesses** to support Ashshash beneficiaries differs substantially, and owners **are reportedly motivated to cooperate with the programme because of the opportunity to help someone from the community**, even if this would require additional resources on their side, e.g., time to provide additional training, bearing some losses made in the process of learning on the job, support to find employment if not able to employ themselves. Therefore, small businesses are **easier to convince to deliver the mentor-mentee approach, as well as provide OJTs, but at the same time are less able to employ survivors themselves.**

There is another group of private sector companies that are **motivated to support the programme in order to leverage their own services at local level.** These are **interested in a more sustainable programme-level cooperation with Ashshash**, not so much in the field of employing or contributing with cash or in kind, but in relation to applying the win-win model, in which the programme uses their services to achieve some specific objectives. One good example is DigiHealth, who before the cooperation with Ashshash were mainly operating in Dhaka but claim that the programme helped them enter some unexplored local markets. The same applies for bKash, who are interested in more people using their digital financing services and are now open for discussions on new areas of cooperation with Ashshash, including exploring the opportunity to assist beneficiaries obtain loans from a bank that they work with<sup>18</sup>.

Finally, it is worth exploring the possibility of treating Ashshash successfully **self-employed survivors as potential private sector partners of the programme**, because once they start their own businesses a lot of them feel the urge to “give back the good that they have received by Ashshash”. Even though it may be slightly early for such approach to be introduced, it might be suitable to start investigating the possibility of engaging some self-employed survivors providing OJT.

All the above demonstrates that **PSE holds great potential for successfully achieving, multiplying and sustaining the effect from the programme** but cannot be expanded by applying a one-fits-all approach, due to the specifics of the local context and needs. Therefore, in the next phase Ashshash needs to develop tailored PSE strategies, depending on the type of

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<sup>17</sup> During the KII with Shin Shin, it was highlighted that a MoU and a more formalized agreement on how they will support Ashshash would create unnecessarily increasing the bureaucracy. At the same time they claimed that their demands for work force are so high that they could absorb numerous of the Ashshash survivors.

<sup>18</sup> During the KII with bKash it was mentioned that all bKash users (as long as they make enough transactions through the platform) can be recommended by bKash to City Bank when applying for a loan and potentially take advantage of some preferential conditions.



support to be provided and the aspirations of the PS partners as per their capacity, profile, size and scope of activities. This would also ensure that the resources and approaches to engage the private sector are adequately planned, e.g., promotional events for large companies to demonstrate the advantages of being trained in line with the Swiss-based model of vocational training and how this contributes to generating skilled workforce with the right competences; role model centered events at local community level to leverage support from small-size companies and former Ashshash beneficiaries; bilateral discussions with companies willing to support Ashshash at programme level, etc.

### 3.4 Responding to COVID-19

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COVID-19 and the strike of the Amphan Cyclone resulted in increasing beneficiaries' economic vulnerability and the potential for their re-victimization through human trafficking.

Furthermore, the above resulted in all face-to-face interactions being suspended during the lockdowns. As a consequence, Ashshash activities were temporarily put on stand-by, the training centres were closed and travelling even at short distance was impossible.

In addition, the economic crisis caused by the pandemic affected negatively the small and medium enterprises, which resulted in employers having limited scope to provide per diems to the beneficiaries during their OJT, as well as to employ new workforce.

To address the above-mentioned risks Ashshash (at implementing organisation level) **undertook several effective measures and actions to mitigate and manage the risks threatening the successful implementation of the programme:**

- In August 2020, the implementing organisation developed a report entitled “Impact of COVID-19 on the Economy, Employment, and Entrepreneurship: Implication for Ashshash”. This report provided a detailed insight into the pandemic's effect on the programme and served as the basis for making informed decisions on how to adjust Ashshash in order to achieve maximum impact in the newly created situation.
- In October 2020, a report on “Context of Gender in Ashshash Project During COVID-19 Pandemic” was also produced to explore the challenges faced by female survivors and beneficiaries of Ashshash during the lockdowns. This document also served for undertaking some measures at beneficiary level and amending some requirements of the programme.
- Tele-counselling: The project came up with an initiative of tele-counselling that kept survivors motivated. Survivors highly appreciated the initiative and found it helpful and stress-relieving.
- Health Care Insurance support: With the aim to mitigate the health risks for the Ashshash survivors, the programme started a collaboration with DigiHealth Solution to provide Corona Insurance to beneficiaries. In Khulna and Chattogram, 41% enrolled female beneficiaries were registered to take advantage of the COVID insurance provided by DigiHealth Solution for free. The insurance covered the transportation and treatment in hospital for up to BDT 5,000 and covering bereavement claims for up to BDT 20,000.
- Emergency Support: Considering the needs of its beneficiaries, the programme provided emergency support to survivors affected by COVID and the cyclone Amphan– 86% of the female survivors enrolled by the time received support for COVID and 71% for Amphan.
- To decrease the risk of beneficiaries' family members misusing the COVID and Amphan emergency support, Ashshash distributed the instalments through mobile finance services (with the support of bKash) directly to the beneficiaries' accounts and ensuring receipt of the support by collecting formal acknowledgement from the beneficiaries.
- During COVID-19, Ashshash was able to mobilise CSR fund from a leading private company, PRAN-RFL Group, through their Corporate Social Responsibility (CSR) initiative. As a result, PRAN provided emergency in-kind support to 694 survivors worth BDT 859,300.

- Ashshash has also undertaken initiatives to engage its EDT beneficiaries (owners of grocery shops) in the product retailing channel of ACI limited to avail price leverage. As a result from this collaboration 56 survivors engaged with ACI product retailing channel.
- Certain perforce contexts during the pandemic resulted in sustaining the payments to the SPPs, based on their ongoing operations and payment-modality. Reportedly, this could have not been ensured for the TSPs, as their training facilities and activity were subject to government-mandated closures.
- The implications created by the pandemic also led to Ashshash introducing the mentor-mentee pilot skills development modality.

### 3.5 Unintended Effects

Ashshash has **achieved various unintended effects at policy/institution and beneficiary level**, as follows:

- The counselling support not only assisted individual beneficiaries to enhance their mental health and overcome the trauma caused by their experience from being trafficked, but it also sensitised the local community on the risks of being trafficked, the unfavourable situation that survivors were placed in and for which they are not to be blamed for, as well as on the legitimate and safer ways to approach labour migration. While working with survivors' families to ensure their support for the beneficiaries to enter the programme has always been an objective, this **community-wise support goes beyond the expected level of intervention during the psychosocial stage**. Reportedly, thousands of family and non-family members were supported by the counsellors, which is also visible from the extremely high achievement rate, i.e., 5729 beneficiaries were counselled of which 5307 received R2G certificate.
- To leverage the component on counsellors' capacity building, the programme trained various types of staff members within various types of organisations. This resulted in **equipping "non-traditional" community workers with the skills and competences to provide support to TiP survivors**. One such example is an instructor within a Technical Training Centre (TTC) who is normally engaged in providing vocational education to VET learners. However, he reports that Ashshash training on psychosocial counselling changed his life in such manner that first he **improved his own well-being and career prospects**, but also **motivated him to start supporting survivors (not necessarily Ashshash beneficiaries) as part of his normal everyday duties, as well as outside his working hours**. He also stated that the **training helped him change the way he teaches his vocational subject** (by being more empathic and learner-oriented).
- Another unintended effect that emerged from the programme implementation is **"unlocking" an aspiration among the supported beneficiaries, especially among female survivors, to help their peers and the community** by: acting as role models at local level; insisting on making decisions at family level; developing their businesses in a way to support the female community by choosing to sell female-oriented goods; sharing about their experience in order to protect others from falling victim of human trafficking; being motivated to succeed beyond what is expected in order to prove that "women can also do it". In addition, many **women** stated that as a result from being employed thanks to Ashshash, they **are now the main and lead income generating source in their families**. All the above proves that Ashshash is not only aimed at achieving gender equality but is also a **powerful instrument for empowering women**.
- With regards to the psychosocial support provided to male survivors, it is interesting to highlight that the supported men state that they consider the counselling an ultimate life-changing experience. It is important to note that male survivors were not used to being supported in such manner and the programme helped them overcome issues with their mental health that they could not turn to anyone to seek help from. It was the male survivors who during focus groups stated that it would be nice if the psychosocial support could be extended.

The above comes to prove that **Ashshash is also filling a gap** at national level, also highlighted by the US TiP report, **with regards to lack of support for male victims of human trafficking**.

- Ashshash introduced many emergency support measures and pilot modalities to effectively respond to COVID, Amphan, the needs at beneficiary level and the specifics of the local context. All of these, analysed in other sections of the report, generated positive effects that might be considered unintended. For example, the **mentor-mentee modality** is now allowing the VST to be more tailored to the specific profile and background of each survivor, **ensures the practical application of the learner-centred approach** due to its one-to-one format, **leads to shortening the overall duration of the intervention support**, enhances the chances for employment due to the personal relationship that is built between mentor and mentee, which results in the mentor either employing the survivor after the training or proactively supporting them (through recommendation and contacting peers and other companies at local level) to be employed by some other employer. Another example is the piloted **shorter EDT** in Chattogram, which covers the same curriculum as the 15-day modality but in a more intensive manner in less time by the local TSP providing accommodation and food during the training. This modality allows survivors not to travel on a daily basis, keeps them focused and proves to be **more cost-effective**<sup>19</sup>.
- With regards to the private sector engagement, while Ashshash is currently making first steps in motivating the business to consider supporting TiP survivors through providing per diems and contributions in kind, support start-ups, employ programme beneficiaries, facilitate payments through online financing service, providing distance health support, etc., the programme has already created some stable foundations for building a more sustainable cooperation in the future, based on a win-win approach. For example, large employers who have high demands for additional labour force and are recruiting on an ongoing basis, now **acknowledge that Ashshash beneficiaries are often better trained in the vocation than any other potential job applicant**. All of the interviewed private companies claimed that the background of the Ashshash beneficiaries (TiP survivors) did not affect by any means their work quality and capacity.
- At policy level, Ashshash was aimed at enhancing the mechanism for TiP survivors' referral and support. However, the effective cooperation with MoHA and the successful development of the NRM roadmap resulted in the programme **achieving a strategic-level and beyond programme's scope outcome, i.e., SDC to play a key role in distributing the areas of support among the various donors working in the field of safe migration**. As confirmed by MoHA, the NRM will serve as the basis for deciding which donor would be looking after which support measure, as well as be used as a tool for MoHA to coordinate all efforts, ensure that there is no duplication and demarcate the interventions.

### 3.6 Integration of DNH and CSPM principles

The **Do no Harm principle is not merely a horizontal thematic area of Ashshash, but one of its founding pillars**. From the onset of Phase I, both donor and implementing organisation have designed the programme to constantly monitor and mitigate the potential harmful impacts on the rights and safety of the survivors and their families. One of the measures undertaken was to conduct orientation sessions for all partner organisations' key staff members on the DNH principle and its application in practice. In addition, Ashshash strictly **kept all personal data confidential**<sup>20</sup> to guarantee the privacy of its beneficiaries, an aspect even more important for this particular

<sup>19</sup> During the KII with BGS, who are applying the 6-day EDT modality, it was confirmed that even with food and accommodation included, the training costs no more than what it costs them when applying the traditional EDT format.

<sup>20</sup> This approach was also strictly applied with regards to the current evaluation, during the course of which the implementing organisation provided invaluable support to the evaluation team to effectively collect data, but never violated the confidentiality of its beneficiaries by sharing their personal data in full.

programme than any other because of its beneficiaries' specific profile and background. This perseverance is observed with regards to the documentation-related process, as well as in relation to all types of interactions that survivors are involved in over the course of the support cycle. Finally, Ashshash **has envisaged and guarantees survivors' active participation in all stages of their development plan**, by conducting a comprehensive needs assessment during which beneficiaries' best interest is defined, communicated to and complemented by all partner organisations involved in supporting each individual enrolled on the programme.

A similar approach is applied by the programme in relation to the Conflict-Sensitive Programme Management principles. For example, during the pandemic, Ashshash researched and analysed the situations in which its beneficiaries might be placed during the lockdowns and the long periods of isolation, among which was the increased instances of domestic violence and conflicts in the family. To **effectively apply the CSPM principles** at grassroots level, Ashshash ensured emergency support for its beneficiaries, introduced tele-identification of survivors and tele-counselling for them and their family members. Another example of **active CSPM** is the response of the programme to the challenges faced by beneficiaries residing in remote areas. With the support of the TSPs, Ashshash introduced community-based training set-ups and the mentor-mentee training modality. When facing the risk of potential misuse or misappropriation of emergency funds released to survivors, the programme found an extremely effective solution to disburse the cash support directly to its beneficiaries in a safe and secure manner by using mobile financing services (provided by bKash) which also allowed collecting acknowledgement of receipt.

Looking into the future and applying the DNH and CSPM principles at strategic level, it might be useful if a detailed study is conducted again to capture the new contextual implications that might trigger any unfavourable impacts. For example, if the programme is seeking to expand its scope with regards to the profile of the survivors to be supported, e.g., by including refugees, a comprehensive ex-ante DNH analysis should be performed. This would allow mapping the existing interactions of assistance, analyse the benefits as opposed to the potential harm (*for example to the local community which is currently competing for resources with refugees*), as well as understand the views and expectations of the local authorities<sup>21</sup> on this matter to guarantee support at policy level.

### 3.7 Implementation of GAP

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The gender and vulnerability assessment (GVA), conducted for Ashshash in 2019, outlined six key recommendations (at programme, project and institutional level) for mainstreaming gender equality and social inclusion (GESI), with emphasis on the differential needs of men and women. Based on the above, the programme developed its Gender Strategy and Action Plan (referred to as GAP) in May 2020.

The key principles employed to apply the GVA recommendations in Ashshash GAP are the Rights-based Approach (RBA), gender responsiveness, DNH, respect and dignity, informed consent, and privacy and confidentiality, all of which the evaluation team observed and found to be suitably applied.

The Gender Strategy sets six objectives, as follows: 1) Gender responsive community awareness of safe migration and trafficking (at community level); 2) Ensure Reintegration support services to men and women survivors of trafficking at Survivor level (at survivor level); 3) Strengthen voices of the survivors (at institution level); 4) Gender Responsive Partnership and Coordination with Govt, INGO, NGO and Private Sector (at institution level); 5) Gender Responsive Advocacy,

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<sup>21</sup> During the KII with MOHA, it was highlighted that there is "enough" support being provided to the Rohingya refugees by international donors and the GoB, while the local communities also need assistance to overcome the negative effects from the economic and the refugee crisis. It was mentioned that if Ashshash was to support the refugees who might or have fallen victim of human trafficking, this could be done by providing legal support. However, due to the sensitivity of this issue, it is advisable that such plans are formally discussed at GoB level.



Networking and Collaboration (at institution level) and 6) Gender Mainstreaming in Project Cycle (at Project level). The approaches applied for the achievement of each of the objectives mentioned above are **well detailed and indicators have been integrated in the Ashshash LogFrame per output**. The realisation rates are as follows:

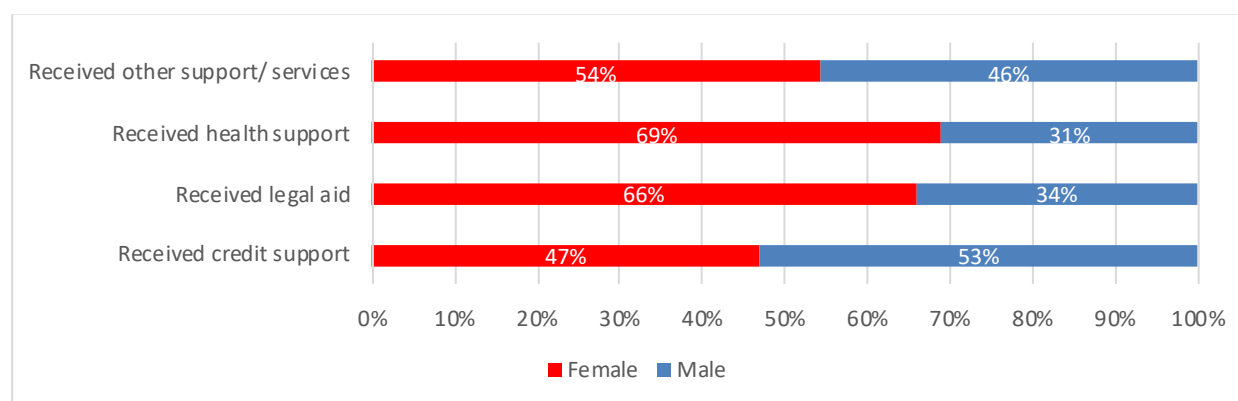
- The **victim identification guideline was appropriately developed and effectively applied in a culturally sensitive, responsive and empathetic manner, as per the specific emotional needs of male and female survivors**. The SPP staff responsible for identification, who are mostly men, were often accompanied by female colleague to approach female survivors. All identification officers are well-oriented in the gendered concerns.
- Out of the 38 trained by Ashshash **counsellors 58% are women**. Those selected to be trained as counsellors have been also gender sensitised and with experience in supporting the local community, including working with vulnerable people, especially women, usually subject to GBV. Some of the counsellors such as from DAM had previous experience of working with trafficking survivors or GBV victims since they run victim shelters in the project districts. Counsellors report that they are continuously supported by Dhaka University NPU team on how to manage and approach difficult cases and thus effectively serving the male and female survivors.
- Ashshash has provided need-based and trauma informed **psychosocial assistance to 3,814 women, which is 67% female share**.
- Some SPPs did not have enough male counsellors to serve the male beneficiaries that they have enrolled at local level. Nevertheless, the interviewed male survivors claimed that having a female counsellor might have been an issue for some of them at the very beginning of the intervention, but due to the counsellors' positive approach and empathy, subsequently **gender did not matter**.
- TSPs are well-chosen in being **gender-responsive** and **cognizant** about the needs of the TiP survivors. They have further developed their capacity, approach and flexibility in piloting alternative skills training modalities, as per the needs of male and female survivors, including placing them in employment. The implementing organisation also delivered **targeted orientation, with focus on the specific needs of female survivors to ensure gender-friendly training settings and sessions are in place**.
- Further, some TSPs also have a **dedicated psychosocial counsellor to support and follow-up on the well-being of the beneficiaries in skills training, especially female survivors**.
- The EDT provided by SIYB is carried out by a team of one female and one male trainer, **ensuring that every male and female survivor receive the appropriate and personalised attention as per their gender-specific needs** during the session.
- To facilitate the job placement, TSPs assess employers through applying **due diligence** process, which **considers the gender equitable and responsive benefits**, so that when job placement is ensured for the survivor, the environment is safe and secure.
- Out of 954 **survivors placed in wage employment, 66% are female**.
- Out of 904 **survivors starting their own business, 71% are female**.
- Ashshash managed to mobilise USD 28,000 from the Robert D. and Elizabeth Havener Fund to **support 156 female survivors to grow and expand their businesses**.
- All interviewed SPPs and TSPs highlighted that **identifying and enrolling women as per programme design is challenging** and there are actually a lot more male survivors who are in need of this programme support.
- Through **increasing the number of female CTIP activists**, Ashshash sought to enhance the identification of female survivors and organised community level awareness programming, targeted towards the empowerment of women. One of the women CTIP activists met during the field visit expressed how this had opened her eyes to TiP of which she was totally unaware



and that the TOT and other trainings received from Ashshash has given her the committed determination to ‘fight this crime’ and support the survivors in her locality.

- It has been **impossible to engage female university students to be business mentors** for female survivors establishing businesses. This support was delivered by male only business students from Chittagong University. Reportedly, this was due to female students not expressing interest to participate in this activity due to the risks posed by COVID and also lack of permission from their guardians to travel outside their university area.

Some numbers achieved by other support measures provided by Ashshash, by gender representation, are presented below:



### 3.8 Conclusions

Ashshash objectives for Outcome 1 are yet to be fully achieved and captured. Those for Outcome 2 have been already achieved in terms of quantity and difficult to confirm with regards to level of achievement in relation to the set qualitative aspects. Despite the delay in generating effect at beneficiary level and the implications created by the pandemic which hindered the programme’s timeline, the success rate as of 31<sup>st</sup> August 2022 indicates progress and adequate response to some contextual specifics.

Ashshash has been extremely successful in addressing the mental and social well-being of TiP survivors, as a result of state-of-the-art psychosocial counselling that combines individual approach with intensively engaging survivors’ families and the wider community.

Ashshash has implemented the skills development and job placement in varied modalities, due to the fast-changing context and emerging trends over the last few years and through a multiple range of programme stakeholders. The success rate is yet to be established as many survivors already enrolled on the programme are still to graduate. It is important to highlight that from piloting various approaches to skills development, there are many lessons learned which should be effectively used for the design of Phase II.

Supporting survivors to start their own business has been more successfully achieved than placing them into wage-employment. Based on the programme experience, it can be stated that placing survivors in jobs, whether self or wage, is dependent on complex and diverse factors and exposed to various risks, especially at micro-level.

Ashshash modest achievement in delivering legal aid is largely due to low interest among survivors, due to various reasons linked to social perceptions and the effectiveness of the legal system.

Health support has proven to be challenging to provide due to the uniform approach applied by the project (irrespective of the level of necessity for such support and the seriousness of individual

health condition) and issues with taking responsibility for the quality of the service, when provided by state hospitals.

The provision of/referral to education services are currently non-existent at programme level, even though listed as one of the 7 services targeted by the programme.

Positively, institutions have received considerable training and experience in psychosocial counselling through the innovative grass-roots community-worker based approach.

Ashshash key breakthrough at national level is the progress in developing the roadmap for the NRM which is of paramount importance for the success of the programme and is strengthening SDC's strategic role at national level in the fields of safe migration and economic development.

The gender ratio has been partially achieved. Identifying, enrolling and placing women in employment, by following the recommended ratio, proves challenging. There are more than the recommended male survivors who are in need of and might benefit from the programme support. In striving to achieve this ratio, the programme interventions are at risk of becoming more supply-driven than demand-driven and needs-based.

The potential for private sector engagement to benefit Ashshash beneficiaries is considerable at various levels and modalities. Ashshash has already achieved success in motivating the business to support TiP survivors by providing per diems and contributions in kind, supporting start-ups, employing programme beneficiaries, facilitating payments through online financing service, providing distance health support, etc.

Ashshash response to the adverse impact of COVID-19 and the Cyclone Amphan is commendable. The varied emergency measures contributed to temporarily enhancing the well-being of the programme beneficiaries, as well as facilitated the piloting of various modalities that have high potential for further enhancing the intervention strategies.

Ashshash unintended effects are positive and of varied nature. Among these are the counselling support going beyond its initial scope, women empowerment, applying tailored skills development.

The DNH principle is very well integrated at implementation and field level.

Ashshash has also assiduously applied the CSPM principles.

Ashshash GAP has been well applied, is based on an in-depth gender and vulnerability assessment (GVA), and incorporates key principles of RBA, gender responsiveness, DNH, respect and dignity, informed consent and privacy and confidentiality.

## 4 EFFICIENCY

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This section is exploring the efficacy of the programme design and analyses the programme structures, resources, systems and policies. It also studies the existing Monitoring and Results Measurement System (MRMS) and the implementing partner's overall organisational and operational capacity to implement a programme of such size and scope. Furthermore, this section investigates the synergies implemented with other projects. The relationship and cooperation with the Ministry of Home Affairs is also critically examined. Finally, the value for money aspects of Ashshash are being explored by reviewing the ex-ante CBA and analysing the efficiency gains from the programme.

### 4.1 Efficacy of the Design

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The Ashshash programme was **designed based on the SDC-funded action research project** to test the viability and effectiveness of providing livelihood support to persons who have escaped in trafficking. This pilot was operational from October 2015 until December 2016 and implemented by the International Organization for Migration (IOM). Subsequently, based on the lessons learned from the implementation, field findings, monitoring visits, as well as third party observations, some revisions have been introduced.

The Ashshash programme **design is guided by the key principles applied to all SDC supported interventions**, where the intervention logic is demonstrated through a results chain that defines the cause-effect hypotheses between the inputs of the intervention and the different results, represented by a Logical Framework (LogFrame).

Taking into account that previous sections of the report have already dwelled on various aspects of the design, the analysis below is focused on presenting some strategic gaps to allow for improving the following phases.

- Currently, the expected impact is formulated as follows: “Women and men who have escaped trafficking restore their dignity and well-being and become self-sufficient”. While the expected long-term effect is rather comprehensively formulated, the new categories introduced in Year 2, i.e., “dignity” and “self-sufficiency” are not revealed in view of the indicators against which these should be monitored and evaluated. Reportedly, the “well-being” aspect is defined by income and health (physical and mental) related outcomes, as well as by how beneficiaries perceive themselves in their communities. At the same time the **ex-ante cost-benefit analysis assumes a “good” benefit-cost ration only by taking into account the benefits to be generated by beneficiaries earning a certain amount of money per month**, without taking into account the benefits from their enhanced mental and physical well-being. All of the above might jeopardise the efforts to objectively capture and measure the accumulated by Ashshash impact, which might also affect the planning of the next phases.
- The LogFrame against which Ashshash is currently implemented has been developed in June 2020 (Year 2) and introduced some alterations which affect various key aspects. However, some of these **changes do not seem to be aligned to the overall results chain**, hence some outputs remain as stand-alone elements, which might pose a challenge to the monitoring and evaluation. For example, under Outcome 1, a key indicator has been added to cover the change with regards to introducing legal aid, as a service directly provided by the programme. However, Outcome 1 is focused on the top-level results at beneficiary level, i.e., employment and well-being. Hence, it was not meant to focus on all the expected results from the services provided by the programme. Placing legal aid at outcome level, somehow leaves the impression that providing legal support to 200 men and women is: 1) a standalone intervention and 2) of higher importance and weight to achieving the overall impact, than is

for example identifying and counselling survivors or survivors successfully graduating from classroom and on-the job trainings.

- While for Outcome 1 the defined outputs are directly related and leading to generating the expected effect at beneficiary level, the outputs under Outcome 2, focused on policy/institution level, are miscellaneous and range from results at community level, e.g., “awareness of men and women” to high-level policy developments that in reality are at the top level of the results chain, i.e., “development of a national referral mechanism for all types of services to be provided to survivors”. In addition, the outputs under Outcome 2 are meant to lead to “institutions being more accountable and effective in providing services”, manifested through “improved quality and accessibility of these services”, but **not a single indicator has been defined neither at outcome, nor at output level, to measure accountability, effectiveness, quality and accessibility.**
- The **indicators of achievement** at output level are **predominantly quantitative**, whereas the **expected outcomes contain various qualitative aspects** to be achieved.
- There are **no mid-term targets** defined at programme level to allow for robust monitoring of the achievement at donor level and planning of potential mitigation measures in a more systematic manner. Currently, this task is shifted at implementing organisation level through planning on annual basis, which has resulted in setting highly ambitious targets to compensate for the underachievement from previous periods, rather than striving for success that is feasible to achieve.
- Ashshash gender-based targets (70% of beneficiaries to be female) are in line with SDC’s overall approach to ensure gender equality and are based on various international studies stipulating that women comprise about 70% of people living in extreme poverty. Nevertheless, Ashshash is a lot more than a programme fighting poverty, as it is also aimed at boosting safe migration and is supporting people from very specific background, i.e., TiP survivors. Hence, in order for the programme to be demand-driven rather than supply-driven, the **gender ratio needs to be defined based on real context.** As highlighted by the US TiP Annual Report, in Bangladesh there is continuous insufficiency of support services for male survivors. A higher than the pre-defined share of male survivors seeking support from the Ashshash programme is evidenced at various levels, i.e., at entry level - enrolment (*when reportedly SPPs have to turn down male survivors who need support in order to meet the requirements of the programme*), as well as at exit level – employment and earning BDT 5,000 and above (*where the statistics show that currently the male/female ration is not being achieved as expected by the programme*).
- Currently, the programme is focused on **strictly dividing beneficiaries into wage and self-employed** by also defining the expected shares with regards to the ultimate outcome (75% wage and 25% self-employed), which **creates several challenges at operational level.** Survivors are expected to make a choice of how they would generate income during the counselling stage, which predefines their skills development path. However, within the context of informal economy, many men and women struggle to grasp the difference between the variety of income generation options, in order to make an informed decision on whether they need vocational, or entrepreneurship training, or both, to be in a better position to start generating income. Moreover, the local context is often a reason for someone who has been trained under the wage-employment track to start their own business, due to lack of opportunity to be employed at local level. Finally, taking into account the substantial differences between the duration and format of the VST and the EDT, many survivors choose the latter only because it is less time-consuming and also has potential for receiving start-up capital from the programme. In addition, as also confirmed by the programme statistics, the average monthly income from own business is higher than the wage-employment one. All of the above leads to the conclusion that if such rigid predefinition of the skills development and

employability track is to remain, the **programme implementation might become guided by the strive to fit into a framework that is not entirely informed by the reality, rather than centre around the economic empowerment of the survivors.**

- The efficiency of the Swiss approach to economic empowerment through vocational skills development by combining classroom-based and work-based learning is well-evidenced, as well as acknowledged by employers at global level. Therefore, more **effort could be made to highlight the importance and usefulness of the VST model.** Currently, the programme envisages sensitizing the TSPs on the topic of TiP, as well as training some of their staff to deliver counselling. However, not enough is planned to ensure that key stakeholders providing the counselling but also involved in the needs assessment and life skills training (SPPs) have relevant knowledge on the national VET standards, qualification framework and requirements, the strengths of the Ashshash VST (based on the Swiss model adopted from the BSkillFUL project), the local market specifics.

## 4.2 Structures, Resources, Systems and Policies

As planned Ashshash **timeframe** could have been considered efficient, if it was not for the substantial delay in starting activities at beneficiary level and the implications created by COVID-19. Nevertheless, it should be also noted that from the perspective of the implementing organisation, even if the above mentioned factors were to be ignored, **achieving the anticipated impact as envisaged would have been extremely challenging** due to: the specific multi-layered nature of the programme seeking substantial outcomes at various levels; the multiplicity and complexity of the various support measures and interventions; the fact that ensuring social and economic wellbeing of people who have undergone serious trauma is a time-consuming process.

The Ashshash Project **Steering** Committee is comprised of a diverse group of experts from various fields. Reportedly, they provided useful feedback when the programme was facing challenges. In addition, with the assistance of the Committee's members, Ashshash was able to network with other organisations. However, during the evaluation, it became evident that the **engagement of some government institutions should be increased taking into account the thematic focus of the programme and if in the future it is to be expanded in scope and size.** The more active involvement of policy-level stakeholders would be extremely important when defining the logical framework and work plan for Phase II.

**Tasks and responsibilities** at programme management and implementation level are **clearly defined.** The **cooperation between donor and implementing organisation seems efficient,** which is also confirmed by the highly resourceful and practice-oriented implementation of Phase I, despite all the challenges faced by the programme. It appears that this is a **collaboration between one very operational implementing organisation and a results-oriented donor** that is actively participating in the programme implementation.

The progress and planning of the programme are reported on an annual basis. While the produced annual **plans and reports are comprehensive** and following the guidance and templates provided by the donor, there are **certain gaps identified with regards the consistency and clarity of the presented information,** e.g., discrepancies between reported values, variance in the way a given indicator is interpreted, vagueness as to whether a certain target has been achieved as planned or with certain deviations, vagueness as to when a certain target has been achieved (within the reported or previous period of time).

Ashshash is applying a **sophisticated** Management Information System (**MIS**), that contains detailed information on all key aspects of the implementation. It seems that all users responsible for entering data are well-trained and update the system on a regular basis. To further benefit



from the MIS, the implementing organisation may consider better use of the collected information by performing statistical analysis at various levels.

As planned, while the implementing organisation is fully responsible to ensure quality of services delivered at national and field level, a large proportion of the successful implementation of the programme is dependent on the right choice and effective work of **subcontracted partners**. From the analysis of the data collected and studied during this evaluation, it seems that in general all the subcontractors supporting the delivery of the programme have been **well chosen and possess the necessary expertise, outreach and commitment to carry out the allocated tasks and responsibilities**. In case of performance issues, the implementing organisation efficiently undertook the necessary measures to ensure the programme is not put at any risk. This also led to some redistribution of areas to be covered and targets to be met. The majority of the interviewed subcontractors rate their **cooperation with the implementing organisation as excellent**, by also highlighting its key strengths being efficiency, ongoing support and understanding. There is just one occasion where it seems that specific contextual issues leading to underperformance at district level might have resulted in some tension between implementing organisation and subcontractor. However, even in this case, both parties have maintained mutual respect for each other and seem open for cooperation in the future.

The **subcontractors' modality** of the programme leads to the project team simultaneously engaging in providing technical input, as well as managing partnerships across each of the working areas. Currently, the implementing organisation is managing 14 different service provision subcontractors across SPPs, TSPs and LSPs, as well as specific order contract-based activities with other partners. As a result, the **project team is reportedly hampered to provide sufficient technical input into their thematic areas**. According to the implementing organisation this issue can be resolved by reducing the number of subcontractors by assigning a lead partner (from the pool of existing subcontractors) in each district to directly coordinate the other organisations and to assume responsibility for the programme implementation at district level. While this approach deserves consideration, it would be advisable that a comprehensive analysis is performed to inform the donor's decision. Some potential issues to be considered include:

- risk of diffusion of responsibility over the programme implementation;
- the diversity of and interconnectedness between the support measures provided by the programme requires coordination by an organisation that is either impartial (such as the implementing organisation) or with capacity and expertise on all support measures (counselling, VST, EDT, etc.) to be able to manage and monitor at district level;
- such approach would require additional mechanisms and resources for quality assurance on behalf of the implementing organisation.

The programme is **applying different modalities** under which the two major types of **subcontractors operate**. The way SPPs and TSPs report on progress and are paid/reimbursed for the services provided to the programme differ considerably. While both are somehow based on results achievement, currently the SPPs are placed in a more favourable position by receiving an advance payment and getting reimbursed on the basis of actual number of survivors counselled, which they report periodically to the implementing organisation. TSPs do not get any advance payment and are paid against a batch-based **RBF** modality as follows, reimbursement of 40% of the total cost for training a batch of survivors (defined at 25 individuals) when they enrol 25 survivors on skills training, 40% when and if survivors successfully graduate and 20% when and if survivors are in placed in self or wage employment and remain in employment for 6 consecutive months. These differences in the way individual service providers are treated by the programme lead to **tensions between organisations that are supposed to collaborate and**

**cooperate for the achievement of common goals.** Also, it should be noted that the advance payment to the SPPs cannot be equated to the first reimbursement instalment to the TSPs, due to the following reasons: the advance payment is made on the basis of the overall target per SPP, whereas the first payment to the TSP is based on batches of 25 (only when and if survivors are enrolled on training which is a process reliant on the performance of the local SPP that is supplying the TSP with survivors with Ready to go Certificates), a specific that does not allow the TSPs to do longer-term planning of staff and resources needed for the trainings that they would have to deliver. Even if the batch-based specific is removed, TSPs would still experience difficulties to plan the resources, until they enrol enough trainees to be able to conduct the training in a cost-effective manner. In addition, the requirements (triggering events) that the TSPs have to meet in order to get the last 20% of their costs reimbursed are to some extent beyond their control, i.e., survivors remaining in employment for 6 months. On the other hand, the TSPs are responsible for the support service that is directly linked to sustainable economic empowerment, i.e., skills development, and are the ones whose task is to convince local employers to place survivors in OJT and subsequently employ the VST ones.

### 4.3 Efficiency of the Monitoring and Results Measurement System

Ashshash monitoring is based on the LogFrame, by also taking into consideration the risk assessment and the annual plans of the programme. As planned, the activities are monitored by supervising the achievement of the results against the set indicators. The implementing organisation is applying an **adoptive monitoring system which allows tracking progress**, as well as aligning the programme to the occurring changes in the implementation. Variations are incorporated within the M&E system, which ensures robust management and control. At central level, Ashshash has **only one dedicated staff position for monitoring and evaluation**, which is considered insufficient for a programme of such scale and complexity.

Quarterly meetings with partners are held to discuss the progress of the planned activities and assess partners' capacity to acknowledge their own achievements and gaps by also exchanging practice with their peers. Furthermore, annual assessments are conducted at partner organisations' level to review individual progress and ability to deliver the set targets and activities.

The project team also performs **regular field monitoring and follow-up activities** to oversee the quality of the provided support services and subcontractors' accountability. This process also informs the regularity and thematic focus of the capacity building and sensitization trainings delivered by the implementing organisation. The evaluation team was provided with numerous field visit reports and from the supplied information, it can be concluded that: monitoring is performed on a regular basis by **exploring various aspects of the implementation; findings are well-captured and described; there are no specific action points given with roles, timeframe and means for verification of whether the action point has been addressed.** It is important to note that all programme partners state that they find the methods applied by the implementing organisation extremely helpful and effective, as the visits were **focused on improving their performance by being supportive in an empathic and cooperative way.** If the programme is to expand in the next phase by decentralising the implementation, monitoring and quality assurance provision should be also defined at partner level.

Measuring the well-being of the beneficiaries is to some extent integrated into the monitoring system, by the implementing organisation's staff examining the psychosocial and economic status of individual survivors. However, it seems that this approach **does not provide a comprehensive overview of the accumulating impact at beneficiary level**, which was **supposed to be tracked via annual tracer studies.** As of 31<sup>st</sup> of August, not a single tracer study has been conducted, which is a weakness, as the impact at beneficiary level would be only known towards the end of Phase I. Reportedly, a tracer study based on the Warwick-Edinburgh Mental Wellbeing Scales

(WEMWBS) is planned to be conducted in October 2022 and would be studying Ashshash beneficiaries mental, physical, social and financial well-being. It is important to note that, as planned, the tracer studies to be conducted on an annual basis were also **supposed to measure changes in knowledge, attitude and practice (KAP) amongst the beneficiaries**. Hence, it is crucial that this aspect is also covered by the planned study.

Through effectively supervising partners' performance and achievements of targets, the implementing organisation is **strict in monitoring the costs related to the different activities** by tracing the actual costs and comparing these with the contracted and approved in the annual plan budget.

The implementing organisation is **very effective in observing the local setting and needs**, as well as the positive and negative externalities that affect the implementation. Due to the above, the programme has been able to provide effective response to various crises, as well as pilot modalities that may improve Phase II support services' usefulness and applicability at beneficiary level.

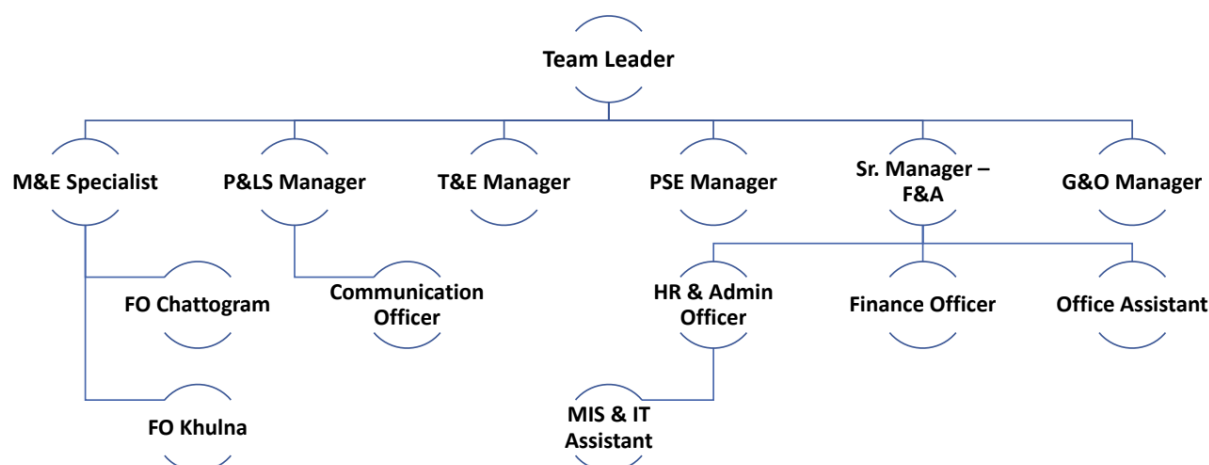
The implementing organisation is also **proactively observing the political context** and has in-depth knowledge of the latest developments. In addition, the project team is proactively working to ensure committed support among key decision makers for policy solutions to problems addressed by the Ashshash programme.

#### 4.4 Implementing Partner Capacity

The implementing organisation of Ashshash for Phase I is Winrock International (WI), an international development non-profit organisation, providing solutions to social, agricultural and environmental challenges. WI has been operating at national level since 1980, which contributes to their **in-depth knowledge and understanding of the local context and key stakeholders**.

WI are an implementing organisation with **good reputation and track record**. They have a comprehensive network of partners and a large portfolio of projects (currently over 15 interventions across Bangladesh) in various thematic fields.

WI's Ashshash project team consists of 14 staff members as follows:



All staff members have been duly selected for the purpose of the programme implementation and have **solid expertise on the thematic areas** they are responsible of (this has been also demonstrated during the evaluation process). The team has **strong and effective results-**

**oriented leadership.** Some areas that could be further strengthened are the monitoring and evaluation (at central and field level) through the allocation of more resources, as well as additionally systematising and structuring the operating processes.

Some of the key strengths of WI as Ashshash implementing organisation are: in-depth knowledge of the requirements for an effective NRM to be developed; application of effective cooperation mechanisms; profound understanding of the psychosocial aspect of the programme; expertise in building and managing effective partnerships at local level; high level of commitment to success; robust but flexible decision-making process.

#### 4.5 Synergies with other programmes and projects

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Some projects and programmes with similar to Ashshash objectives and thematic focus have been already mentioned and discussed in the Relevance Section of the report. Therefore, the analysis below is focused on revealing whether, how and to what extent synergies have been realised in practice.

Ashshash has managed to **effectively cooperate with BSkillFUL** during the design stage, when the skills development component was established. Taking into account the target group and specifics of BSkillFUL, it should not be expected that these synergies should have been more efficiently explored than they were during the implementation stages.

With regards to **BCTIP**, Ashshash successfully realised the following synergies: **adopting the district level service-directories** developed under BCTIP, which were accordingly updated and served for the establishment of the service-network at district level; various BCTIP **capacity development programme** have been **used to contribute to the capacity building of the targeted by Ashshash organisations and institutions**; as BCTIP had a lead role in the implementation of the NPA and due to the fact that WI is the implementing agency for both programmes (Ashshash and BCTIP), **Ashshash could be actively engaged in providing feedback on the NPA-related aspects**; various of BCTIP's already developed **dissemination materials were used to complement Ashshash awareness raising efforts**; Ashshash and BCTIP cooperated for the **delivery of various training sessions**. Moreover, BCTIP is now continued through the implementation of its next phase, i.e., FSTIP, with which Ashshash is reportedly exploring ways of establishing and realising synergy of even higher magnitude.

On the 6<sup>th</sup> September 2022, a letter of **cooperation was signed between IOM and WI to formalise the cooperation** between the **KOICA** funded project Counter Trafficking Program to Address Human Trafficking in Bangladesh and Ashshash, which is a positive and promising development that is to be realised in practice during Phase II of Ashshash.

Ashshash realised synergy with the **ASIA CTIP** project with regards to the modules applied by Ashshash to **train its pro-bono lawyers**. In addition, as a result from this cooperation, a lawyer was able to raise a TiP-related legal case in Singapore.

BNWLA, who are a key partner of Ashshash (psychosocial counselling and legal support provider) are also partner in the **SIMS** project, funded by SDC and implemented by HELVETAS Swiss Intercooperation. This led to **sharing information on potential for initiation of legal cases**, as well as public service litigation by filing a class action civil suit.

Ashshash is also realising good synergy with the **SafeStep** project, funded by UK FCDO implemented by WI in partnership with Diginex Solutions and ELEVATE, aimed at using technology to enable safe recruitment for migrant workers in Bangladesh. As planned SafeStep is developing an application to be used by men and women interested in labour migrating. This **application will be also disseminated and offered to Ashshash beneficiaries by WI with the aim to prevent re-victimisation**.

## 4.6 Cooperation with the Ministry of Home Affairs (MoHA)

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Until recently, the issue of human trafficking in Bangladesh has not been of high enough priority at policy level. This contextual specific also affected the collaboration between international projects and programmes and the government institutions. Furthermore, key decision-making ministerial positions are often subject to constant reshuffling, which slows down the progress of any interventions working towards policy change.

Therefore, the cooperation of Ashshash with MoHA is of fundamental importance to Ashshash and all other projects and programmes in the area of safe migration and supporting TiP survivors. Within the scope of Phase I, this cooperation is focused on the development of a unified referral system to manage cases of TiP survivors (NRM), which will ensure the effective provision of support services for men and women who have escaped trafficking.

In Phase I, Ashshash was able to ensure the engagement and commitment of MoHA in the entire process of the **NRM roadmap** elaboration, which lead to the **Ministry gaining ownership and showing clear signs of political will for policy change and development**. This was also supported by Ashshash proactive engagement within the GO-NGO Coordination Committee, NPA-Implementation Committee, and Bay-of-Bengal Initiative for Multisectoral Technical and Economic Cooperation (BIMSTEC) review Committee.

As a result from the **effective cooperation** between Ashshash and MoHA, currently **SDC is recognised as the lead facilitator of the NRM development process**. Therefore, at policy level, it is expected that SDC does not deviate from this “branding” and focus on further expanding the cooperation at this particular level. This could be realised by focusing on 2 key components, i.e., protection of survivors and capacity building of the key stakeholders involved in the process of supporting TiP survivors.

To support MOHA in a more meaningful manner, it was suggested that SDC may consider a **more visible presence and involvement by ensuring dedicated resources (staff and funding) to directly institutionalise the capacity building process**. The KOICA model of implementing development cooperation programs in Bangladesh was mentioned as good practice example, i.e., their country partnership strategy and support to Government structures through bilateral agreements at country level. This would mean exploring the potential (feasibility & benefit) for concluding a **bilateral agreement** between the Governments of Switzerland and Bangladesh with regards to the cooperation in the field of safe migration at policy level.

The cooperation between Ashshash and MoHA can be also enhanced by more effectively **disseminating the knowledge base of the programme**, i.e., results achieved, lives changed, benefits for the economy generated, etc. In addition, the existing field data from Ashshash can be used to support MoHA in complementing the United Nations Office on Drugs and Crime (UNODC) annual reports on human trafficking.

The cooperation between Ashshash and MoHA is also discussed in sections 2.2 Relevance to Policy Development and 3.5 Unintended Effects of the Evaluation Report.

## 4.7 Value for Money

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The initial assumptions and estimates of the project costs and benefits were done on the basis of an **ex-ante Cost Benefit Analysis (CBA)**, which calculated a “good” anticipated Benefit-Cost Ratio (BCR) at 1.49. For the purpose of this evaluation, the CBA is updated with actual costs incurred and benefits accumulated, as of 31<sup>st</sup> August 2022.

The updated CBA shows that **so far Ashshash has achieved Benefit-Cost Ratio of 0.66**, which suggests that **currently the cost to implement the programme is higher than the benefits**



**achieved.** However, there are some specifics and contextual factors that might explain to some extent the variance between anticipated and actual, as follows:

Ex-ante CBA	Final Evaluation CBA	Findings
The ex-ante CBA assumed that beneficiaries would start to be placed in employment from year one of the programme, i.e., from 2019.	In reality, beneficiaries started employment/own business from year programme year 3 onwards, i.e., 2021.	The anticipated benefits started accumulating much later than initially expected (two years later).
It was assumed that the benefits will be generated by placing in employment 3,930 beneficiaries in total.	Up to 31 <sup>st</sup> August 2022, 1,858 beneficiaries have been placed in employment. Currently, there are 1,994 beneficiaries already enrolled on the programme but not reached the job placement phase. The final evaluation CBA has included these beneficiaries as potential benefits in 2023.	Benefits are being generated by almost the same number of beneficiaries as initially planned.
The average monthly income per beneficiary was assumed at BDT 10,520 for self-employed and BDT 5,000 for wage-employed beneficiaries.	The actual average monthly income per beneficiary is BDT 6,986 for self-employed and BDT 6,571 for wage-employed beneficiaries.	Employed beneficiaries generate a lot less benefits than initially assumed, due to the lower actual income they receive per month.
The ex-ante CBA assumed a CHF to BDT exchange rate of 84 BDT for 1 CHF.	The current exchange rate of 1 CHF is BDT 108.	Due to the fact that BDT has lost 22% of its value, the converted benefits into CHF are CHF 700,911 less than if the initial exchange rate is used.
The ex-ante CBA assumed total benefits of CHF 11,435,171 and project operational costs of CHF 5,396,275.	The estimated benefits (including 2023) and costs (up to March 2023) are CHF 3,954,891 and CHF 5,126,930 respectively.	The programme will be implemented by almost the initially planned project budget, but the realised benefits will be a lot less than initially planned.

It is also important to highlight that the **ex-ante CBA only assumes benefits in relation to income generation without taking into account the benefits from enhanced mental and health wellbeing, achieved justice and decreased proneness to trafficking.**

To establish the value for money aspect, an analysis of the **programme budget** is also performed. The table below presents the planned versus spent programme budget.

		Phase Budget	Act. Exp 2019	Act. Exp 2020	Act. Exp 2021	Act. Exp (Jan to Aug'22)	Total spent	Phase budget balance	Share of total spent
<b>Part 1</b>	<b>Project implementation cost</b>	<b>370 324</b>	<b>176 586</b>	<b>88 868</b>	<b>40 609</b>	<b>44 441</b>	<b>350 505</b>	<b>19 819</b>	<b>9%</b>
	<i>Percent spent per year</i>		50%	25%	12%	13%	100%		
<b>Part 2</b>	<b>Local Office [LO] of Contractor</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<i>Percent spent per year</i>		0%	0%	0%	0%	0%		
Part 3a	Long-term experts	1 293 458	316 354	352 263	343 870	263 330	1 275 817	17 641	31%
	<i>Percent spent per year</i>		25%	28%	27%	21%	100%		
Part 3b	Short-term experts (Consultants)	3 414	3 414	425	0	0	3 839	-425	0%
	<i>Percent spent per year</i>		89%	11%	0%	0%	100%		
Part 3C	Local support	701 132	134 412	90 325	151 687	101 290	477 713	223 419	12%
	<i>Percent spent per year</i>		28%	19%	32%	21%	100%		
<b>Part 3</b>	<b>Project Implementation Unit</b>	<b>1 998 004</b>	<b>454 180</b>	<b>443 013</b>	<b>495 556</b>	<b>364 620</b>	<b>1 757 369</b>	<b>240 635</b>	<b>43%</b>
	<i>Percent spent per year</i>		26%	25%	28%	21%	100%		
Part 4 1.1	OUTPUT 1.1 ACTIVITIES	657 437	23 493	199 104	264 334	194 722	681 654	-24 217	17%
	<i>Percent spent per year</i>		3%	29%	39%	29%	100%		
Part 4 1.2	OUTPUT 1.2 ACTIVITIES	1 578 838	12 681	20 076	296 497	465 901	795 154	783 684	20%
	<i>Percent spent per year</i>		2%	3%	37%	59%	100%		
Part 4 1.3	OUTPUT 1.3 ACTIVITIES	143 210	0	0	10 825	34 780	45 605	97 605	1%
	<i>Percent spent per year</i>		0%	0%	24%	76%	100%		
Part 4 2.1	OUTPUT 2.1 ACTIVITIES	115 501	613	12 177	56 233	27 345	96 368	19 133	2%
	<i>Percent spent per year</i>		1%	13%	58%	28%	100%		
Part 4 2.2	OUTPUT 2.2 ACTIVITIES	26 533	1 416	1 631	19 146	796	22 989	3 543	1%
	<i>Percent spent per year</i>		6%	7%	83%	3%	100%		
Part 4 2.3	OUTPUT 2.3 ACTIVITIES	168 986	26 324	22 294	41 703	24 640	114 961	54 024	3%
	<i>Percent spent per year</i>		23%	19%	36%	21%	100%		
Part 4 2.4	OUTPUT 2.4 ACTIVITIES	309 496	0	98 823	58 822	49 114	206 760	102 736	5%
	<i>Percent spent per year</i>		0%	48%	28%	24%	100%		
<b>Part 4</b>	<b>Administrated project funds</b>	<b>3 000 000</b>	<b>64 527</b>	<b>354 105</b>	<b>747 560</b>	<b>797 299</b>	<b>1 963 492</b>	<b>1 036 508</b>	<b>48%</b>
	<i>Percent spent per year</i>		3%	18%	38%	41%	100%		
	<b>Total project cost (1+2+3+4)</b>	<b>5 368 327</b>	<b>695 293</b>	<b>885 986</b>	<b>1 283 726</b>	<b>1 206 360</b>	<b>4 071 365</b>	<b>1 296 962</b>	<b>100%</b>
	<i>Percent spent per year</i>		17%	22%	32%	30%	100%		

As of 31<sup>st</sup> of August 2022, **76% of the overall budget allocated to Phase I has been utilised**. Two budget lines are reported as “overspent” as per the initial budget. These are budget lines “Short-term experts” and “Output 1.1 activities”. The total overspent amounts to CHF 24,642. Two other budget lines “Output 1.2” and “Output 1.3” have reached 50% or less burn rate.

As realised, out of the total programme budget, **48% of the funds spent are associated with the direct delivery of the programme outputs “Administrated Project Funds” (APF), whereas 52% are attributed to programme management activities – “Project Implementation Costs” (PIC) and “Project Implementation Unit” (PIU)**. Nevertheless, the initial budget assumed this ratio to be 56% APF/44% PIC&PIU.

With regard to the APF expenditure, 35% was spent on achieving Output 1.1 - *Women (and their families) who have escaped trafficking are counselled psychosocially* and 40% on Output 1.2 - *Men and women who have escaped trafficking graduate from technical/entrepreneurial trainings*. As planned these shares from the APF should have been 22% and 53%.

On annual basis, the total actual spent is distributed as follows: Year 1 - 17%; Year 2 - 22%, Year 3 - 32% and Year 4 (August 2022) - 30%. It should be mentioned that whilst the PIU costs were spent almost proportionately on annual basis (26% in Year 1, 25% in Year 2, 28% in Year 3, and 21% in Year 4), the Administrated Project Funds were scarcely spent in Year 1 - 3%, 18% in Year 2, 38% in Year 3, and 41% in Year 4.

Some noteworthy findings arise from calculating the **cost per unit of project outputs**. To perform this analysis, the PIC and PIU costs are proportionally attributed to the project output costs (Administrated Project Funds). The table below demonstrates the overall programme cost to achieve one unit of each output.

Project Outputs	Actual amount spent CHF	Share of Total Administrated Funds	Allocation of PIC&PIU costs CHF	Total Spent per Output CHF	Output Units Realised	Cost per Unit CHF
OUTPUT 1.1	681 654	35%	731,778	1,413,432	5,729	247
OUTPUT 1.2	795 154	40%	853,625	1,648,779	2,535	650
OUTPUT 1.3	45 605	2%	48,958	94,563	76	1,244
OUTPUT 2.1	96 368	5%	103,454	199,822	1,120,824	0,18
OUTPUT 2.2	22 989	1%	24,680	47,669	94	507
OUTPUT 2.3	114 961	6%	123,415	238,376	38	6,273
OUTPUT 2.4	206 760	11%	221,964	428,724	1	428,724
Administrated Project Funds	1,963,492	100%	2,107,874	4,071,365		

From the figures above, it seems that even though the amounts of the planned costs for the realisation of Outputs 1.1 and 1.2 are close in value, the cost per unit differs over two times, i.e., 247 for Output 1 and 650 for Output 2. This is also explained by the specifics of the activities leading to the realisation of these outputs, i.e., psychosocial counselling that requires less time and resources and skills development that is of higher complexity and entails greater input. Moreover, the actual cost per unit is due to the higher number of survivors counselled, compared to the number of those whose skills have been developed as of 31<sup>st</sup> August.

With regards Output 1.3, as per the reported budget spent, the funding envisaged was spent only on activities linked to the legal aid support. Therefore, the units realised take into consideration, the achieved numbers and cost in relation to ensure that men and women are legally supported, as a first step to receiving legal compensation.

The extremely low cost per unit under Output 2.1 has been achieved due to the effective programme strategy adopted by the implementing organisation in view of increasing the awareness at community level. By taking advantage of technology and mass communication channels, Ashshash realised 5 times larger audience than planned.

Output 2.2 contains various activities of different nature and scope. Nevertheless, by the programme managing to engage higher number of private sector organisations and other stakeholders in supporting Ashshash, the actual cost per unit is considered low, i.e., “good” taking into account that the positive results under Output 2.2 guarantee the long-term sustainability of the intervention and the multiplication of the results at beneficiary level.

The cost per unit under Output 2.3 considers the training of the psychosocial counsellors, as the other component, i.e., the training of lawyers and other legal experts in reality generated marginal costs for the programme, i.e., approx. CHF 300.

It should be clarified that with regards Output 2.4, the planned costs were estimated for the development of a national referral system, whilst the actual implementation proved that Ashshash should focus on supporting the MoHA in developing a NRM roadmap. This might explain the fact that the programme introduced under Output 2.4 various additional activities that are not directly linked to the development of the national referral system, e.g., baseline study, longitudinal study, the emergency response to COVID and Amphan, success story documentaries, etc. Therefore, the unit cost under this output should also take into consideration all the actual results achieved under Output 2.4 and might not be attributed to specific measurable units.

Additional details are provided in *Annex 9 – Cost Benefit Analysis*.

## 4.8 Conclusions

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There are certain gaps in the programme design, as follows:

- Some outcomes and outputs could have been more suitably positioned in the results chain.
- There are no indicators set to measure enhancement with regards to accountability, effectiveness, quality and accessibility.
- The indicators of achievement at output level are predominantly quantitative.
- There are no mid-term targets defined at programme level to allow for robust monitoring of the achievement at donor level and planning of potential mitigation measures in a more systematic manner.
- The predefined gender ratio is not entirely informed by the real context and needs. The predefined employment track ratio creates challenges at operational and beneficiary level. The above are creating potential risks for the programme to become guided by the strive to fit into a framework that is not entirely informed by the reality, rather than centre around the economic empowerment of the survivors.

If not for the initial delay in initiating the support at beneficiary level and COVID-19, the timeframe might have been considered suitably envisaged for the objectives to be achieved. However, some factors to be taken into consideration are: the programme's multi-layered design, seeking substantial outcomes at various levels; the interconnectedness and complexity of the various support measures and interventions; and the time-consuming nature of enhancing the well-being of people who have experienced serious trauma.

The ex-ante cost-benefit analysis assumes a “good” benefit-cost ratio only by taking into account the benefits to be generated by beneficiaries earning a certain amount of money per month, without taking into account the benefits from their enhanced mental and physical well-being.

Structures seem effectively used, however at district level, there is need for more resources for monitoring, support and coordination.

While the progress reporting and planning of the programme is done on a regular basis, there are some gaps observed with regards to the consistency and clarity of the information.

Ashshash applies a sophisticated Management Information System (MIS), which could be better used to perform statistical analysis at various levels.

In general all the subcontractors have been well chosen and possess the necessary expertise, outreach and commitment to carry out the allocated tasks and responsibilities. The cooperation is guided by mutual respect and support. However, the fact that the programme is applying different modalities under which the two major types of subcontractors operate, leads to tensions between organisations that are supposed to collaborate for the achievement of common goals.

The implementing organisation continuously aligns the progress tracking along with the actual implementation. Variations are incorporated within the M&E system, which ensures robust management and control and overall this demonstrates an effective monitoring mechanism. Nevertheless, the monitoring of the impact achievement should have been more effectively addressed.

The capacity of the implementing organisation is suitable. WI has good reputation, demonstrates vast experience and expertise and Ashshash is lead by a seasoned results-oriented manager. Some areas that could be further strengthened are the monitoring and evaluation (at central and field level).

Synergies with other projects and programmes are being realised but could be further expanded in Phase II.

In Phase I, Ashshash was able to ensure the engagement and commitment of MoHA in the entire process of the NRM roadmap elaboration, which lead to the Ministry gaining ownership and showing clear signs of political will for policy change and development

At central level, Ashshash has only one dedicated staff position for monitoring and evaluation, one for private sector engagement and none for public sector mobilisation and policy level interventions, which is considered insufficient for a programme of such scale and complexity.

To date, the programme has not achieved a “good” Benefit-Cost Ratio, due to: the enhancement of the well-being aspect not being envisioned as benefit to contribute to the formulation of the ratio; many initial programme assumptions for benefit generation not being realised as planned and in a timely manner; and the observed change in the exchange rate CHF to BDT. Otherwise, the programme has currently utilised 76% of its budget.



## 5 SUSTAINABILITY

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This section of the report performs analysis of the potential for the Ashshash programme activities and results to be continued after the end of Phase I and beyond. It also focuses on the factors that might affect its sustainability.

### 5.1 Potential for Sustainability

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As designed, the sustainability of Ashshash was considered at two levels, i.e., with regards to the delivery of certain essential services to men and women who have escaped trafficking, as well as in relation to further developing and strengthening the system, so that these interventions do not wither away after the end of the programme. Moreover, Ashshash sustainability is regarded as a long-term goal which is to be accomplished by gradually achieving strategic objectives and policy-level impact across various programme phases.

Taking into account that Ashshash implementation was delayed and hampered by the implications created by COVID and Amphan, as well as its complexity, it would be premature to confirm whether and to what extent the programme has achieved sustainability at this point. Therefore, in line with SDC's expectations, the analysis below is focused on how the implementing partner is working towards achieving sustainability, as well as the interrelation between what has been achieved so far and how these results may contribute to achieving sustainability.

The programme is aimed at enhancing the social and economic wellbeing of TiP survivors in an integrated and holistic manner. During Phase I Ashshash focused on: building effective partnerships with key stakeholders; enhancing the capacity of the service delivery providers; initiating the process of direct service provision at beneficiary level; and facilitating some key policy developments to boost the process of effective referral and support to TiP survivors at national level. Among the achievements directly linked to ensuring sustainability are:

- Ashshash has trained 38 staff members of various NGOs and government organisations to become psychosocial counsellors and thus enhance survivors' mental well-being.
- The programme provided direct capacity building to a cohort of CTIP activists who have voluntarily carried out CTIP awareness raising activities and have worked to refer survivors to relevant services for reintegration support.
- At union and upazilla level, Ashshash managed to mobilise CTCs to provide support to survivors through identification and referral by utilizing the service directories updated by the programme.
- Furthermore, Ashshash initiated a role-model approach of beneficiaries raising their voice at local and national level to boost the advocacy process.
- Advocacy and engagement of the private sector at district and national level has also laid the foundations for including the support to TIP survivors into CSR policies.
- The programme developed a roadmap for the development of the National Referral Mechanism (NRM), which is laying the ground for enhancing the prevention and support to TiP survivors in Bangladesh.
- MoHA recognises its ownership on guiding the process of protecting and supporting survivors.

All the above **achievements are essential prerequisites for ensuring that safe migration and economic empowerment could be adequately addressed at national level in the event of SDC's gradual disengagement**. However, it should be noted that achieving such substantial impact at national level **requires further solidification** of the results and **continued engagement** for a number of years, if the intervention measures are to attain sustainable long-term community solutions.

Taking into consideration the achieved so far results and the high relevance of Ashshash to the social demand, it is considered that the **programme is focused enough to ensure that the vision, principles and efforts applicable to Phase I were duly followed**. In addition, from the perspective of how effectively the programme is realising its objectives at policy/institution level and the registered achievements so far under Outcome 2, it seems that the **implementing organisation is committed to ensuring that sustainability is consistently built and maintained**.

## 5.2 Key Factors

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Among the key factors that could directly affect (positively or negatively) the achievement of the programme's sustainability are:

- TiP context

While the programme cannot predict how the TiP context would evolve in the coming years, there is enough information available on some of the key trends, which can be used to shape-up the new phase accordingly, e.g., lack of support to male survivors could lead to rethinking the gender distribution at beneficiary level; making better use of online social platforms for awareness raising on safe migration, etc.

- Stability of the political situation at national level and the political will for finalising the process of the NRM development and practical implementation

This potential risk or opportunity could be only to some extent controlled at programme level, i.e., by continuing the advocacy and capacity building efforts. In addition, it is also worth exploring the possibility of SDC highlighting its lead role and contribution to achieving impact at national level by relocating the strategic policy intervention measures at bilateral agreement level.

- Active engagement of all key policy makers

The nature of Ashshash and its intervention strategies would entail a more active involvement of the government institutions responsible for education & training and economic development & social policy.

- Flexibility and efficiency of the donor

To ensure sustainability Ashshash next phase needs to be designed in a manner to ensure focused and structured approach by at the same time leaving scope for innovative solutions to be integrated so that contextual specifics and ad-hoc situations are addressed effectively.

- Effectiveness of the implementing organisation

The success as well as the sustainability of the programme results are to a large extent reliant on the implementing organisation's commitment to quality and success.

- Capacity of the key service providers

This area could be addressed by building up on the momentum and multiplying the achieved results by involving those already capacitated in training newcomers to the programme, e.g., in Phase II select prominent counsellors from the existing pool to act as trainers of counsellors themselves.

- Active engagement of the private sector

Since Ashshash is boosting survivors' well-being through economic empowerment as a result from upskilling and enhanced employability, the active support from the private sector as the largest employer and economic growth driver at national level is mandatory. Therefore, to ensure sustainability, the programme should invest a lot more resources and effort into expanding the initiated cooperation with small and large enterprises.

### 5.3 Conclusions

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Ashshash has high potential for sustainability because of its overall approach and strategy to support survivors through providing a number of services by simultaneously building the capacity of the relevant stakeholders and implementing strategic policy-level interventions. The results achieved so far are essential prerequisites for ensuring that safe migration and economic empowerment could be adequately addressed at national level in the event of SDC's gradual disengagement.

Among the factors that directly affect the successful continuation of the programme and its positive effects are: the TiP context, the political will and stability, the active engagement of policy makers, the flexibility and efficiency of the donor, the effectiveness of the implementing organisation, the capacity of the key service providers and the active engagement of the private sector.

## 6 IMPACT

This section of the report is focused on the analysis of the first signs of long-term effect from the programme.

### 6.1 Achievement of Impact

The Ashshash programme impact hypothesis is that *“Women and men who have escaped trafficking restore their dignity and well-being and become self-sufficient”*. This is to be achieved by providing 4,500 men and women the opportunity for skills development, of whom 80% (3,600 men and women) will start self/wage employment and at least 70% of them (3,150 men and women) will earn at least BDT 5,000/month, for a minimum period of 6 consecutive months, within 1 year of graduation from the project. It is also expected that all the beneficiaries (4,500 men and women) benefit from psychosocial support for reintegration in their communities.

The table below presents the actual numbers achieved by the programme as of 31<sup>st</sup> August 2022. At first glance, it seems that **some of the Impact KPIs have been underachieved**, such as number of beneficiaries placed in wage and self-employment earning BDT 5,000/month (for 6 consecutive months within 1<sup>st</sup> year of graduation). However, the programme has so far counselled 5,729, of whom 5,307 have also received R2G certificate. Therefore, to some extent it can be argued that these **beneficiaries are with enhanced mental and physical health status, which is one of the two major components of well-being as defined by the programme**, even though no tracer study has been carried out yet to confirm the above implication.

With regards to the second component of the expected impact, i.e., **economic well-being**, the **targets are currently not achieved** but a substantial number of beneficiaries are enrolled in 2022, reported as “active” and still **in the process of their skills being developed**.

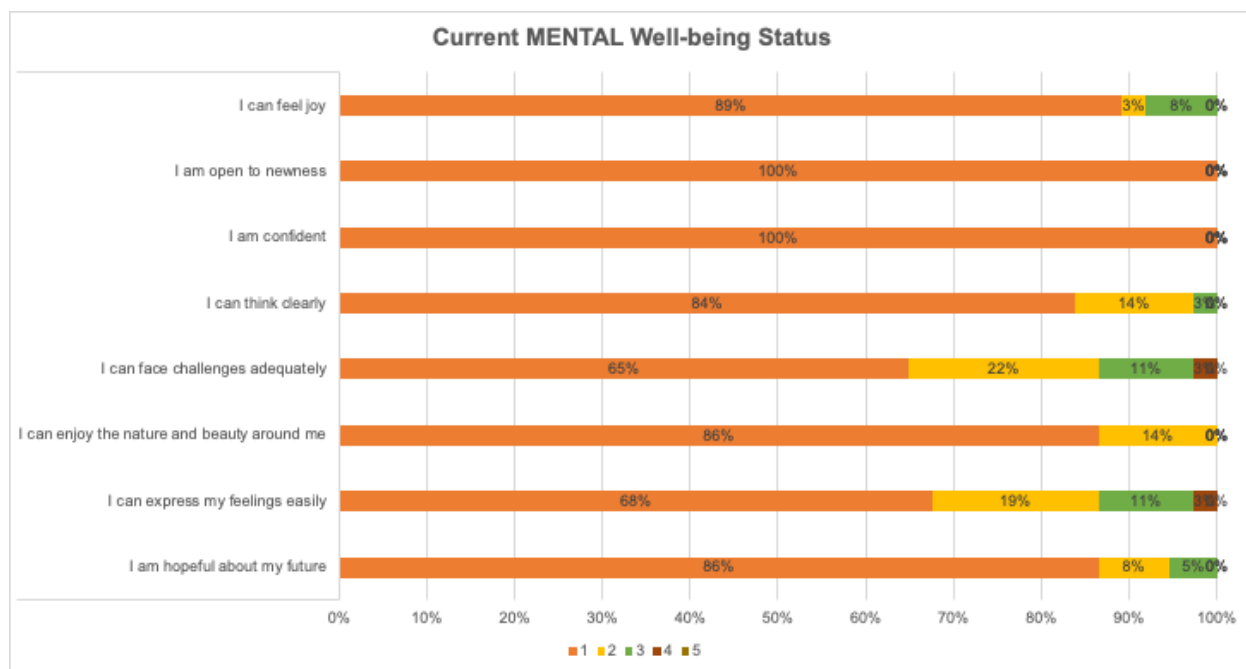
IMPACT	IMPACT KPIs	Target	Achievement	
			Achieved numbers	Success rate as per original target
Women and men who have escaped trafficking restore their dignity and well-being and become self-sufficient	Men and women (90% poor, 60% disadvantaged, 70% women) who have escaped trafficking improve their wellbeing	4,500	Still to be captured and assessed	
	Beneficiaries placed in wage employment earn BDT 5000/month (for 6 consecutive months within 1st year of graduation)	2,583	491	19.0%
	Beneficiaries placed in self-employment earn BDT 5000/month (for 6 consecutive months within 1st year of graduation)	954	492	51.6%
	At least 70% of the 4,500 men and women report better mental and physical health status	3,150	5,307*	168.5%*

The table below presents the key achievements of the programme for its three key stages, i.e., **psychosocial counselling, skills development and job placement**.

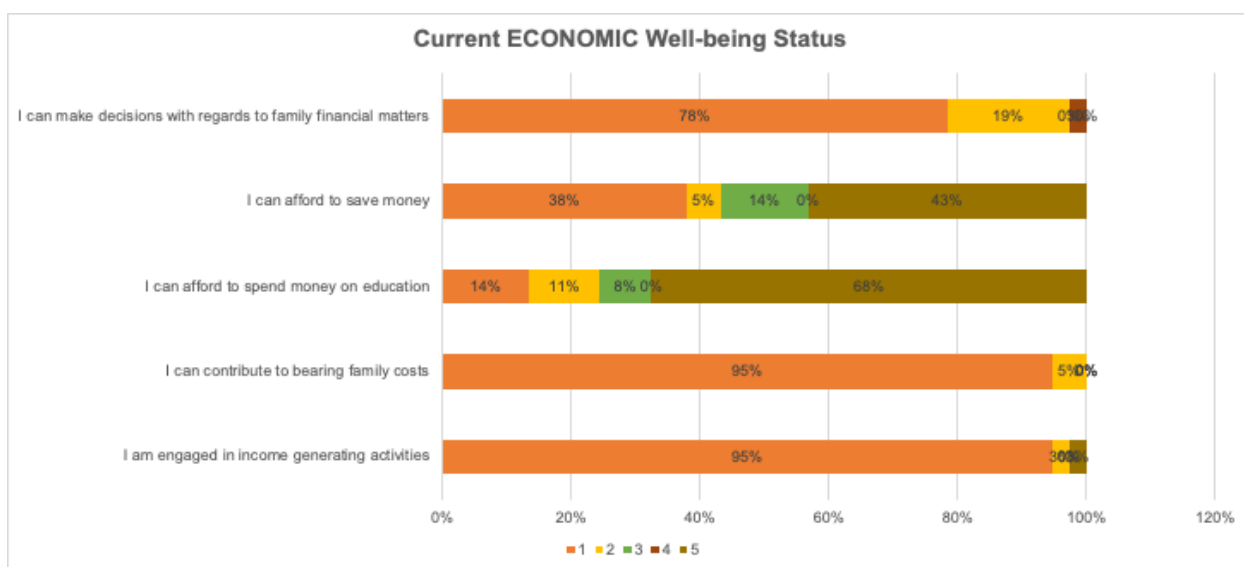
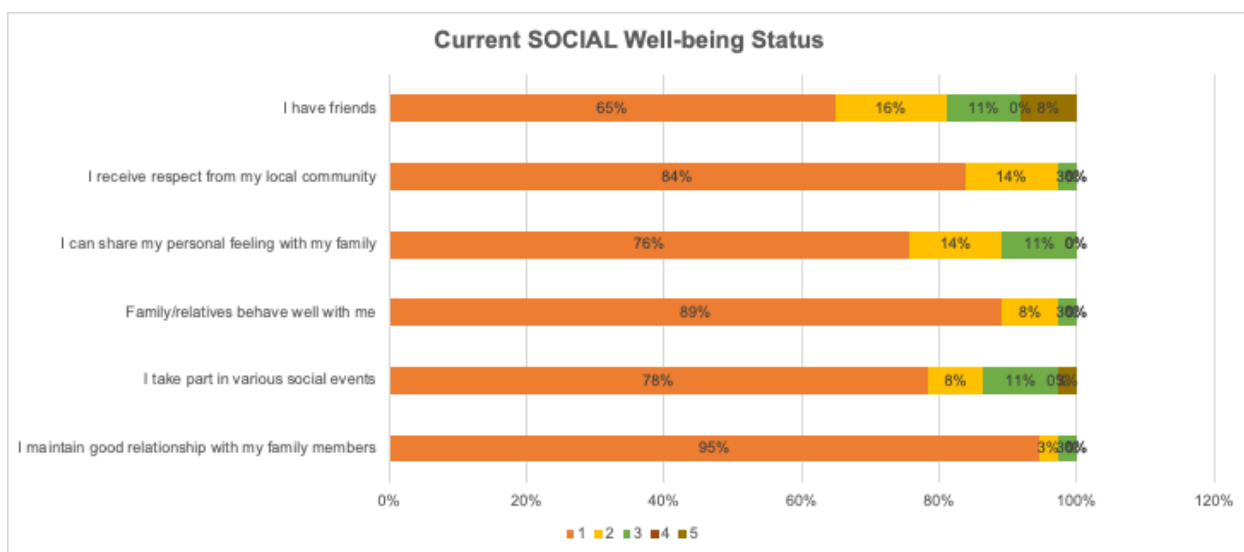
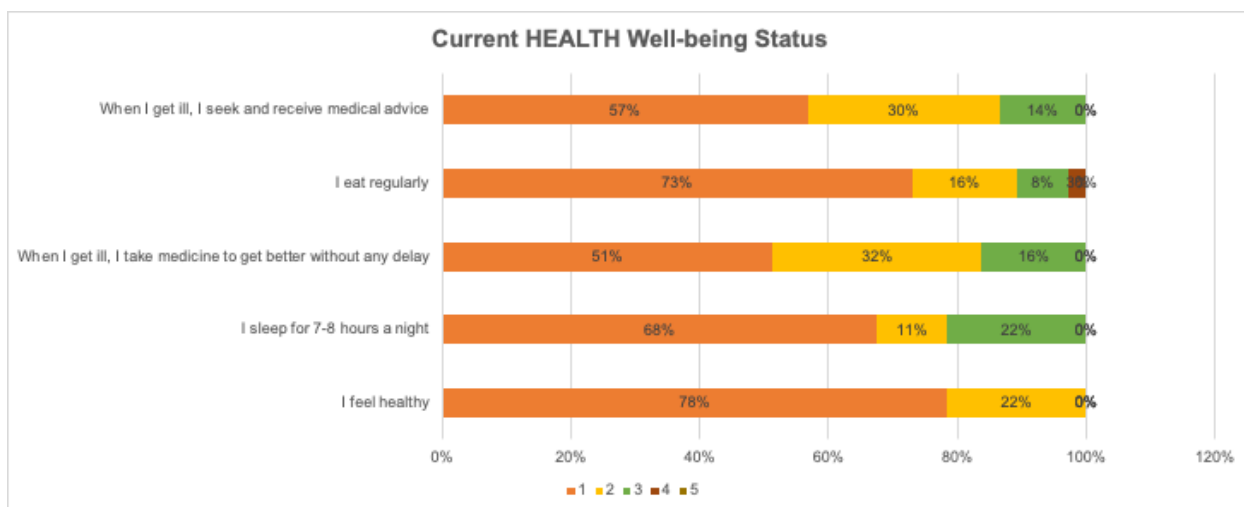
\* Pending confirmation from Tracer Study

	Men			Women			Total			
<b>Psychosocial counselled</b>										
Number of beneficiaries identified	2,052			3,963			6,015			
Number of beneficiaries enrolled	1,915			3,814			5,729			
Number of beneficiaries with R2G from counselling	1,726			3,581			5,307			
<b>Skills development</b>	VST	EDT	VST & EDT	VST	EDT	VST & EDT	VST	EDT	VST & EDT	
Enrolled on skills development	686	283	42	1,779	398	582	2,465	681	624	3,770
Graduated skills development	416	259	32	957	368	503	1,373	627	535	2,535
<b>Employment</b>										
Wage-employed	320	0	1	623	0	10	943	0	11	954
Self-employed	0	236	28	0	284	356	0	520	384	904
Wage-employed earning 5000 TK or more for 6 consecutive months	210	0	0	279	0	2	489	0	2	491
Self-employed earning 5000 TK or more for 6 consecutive months	0	196	23	0	148	125	0	344	148	492

As part of the evaluation, a survey (telephone interviews) among a selection of Ashshash beneficiaries was carried out, which also captured the impact of the programme at beneficiary level, by studying the respondents' current mental, health, social and economic well-being status. Responses are based on a scale from "1" to "5", where "1" is "fully agree" and "5" is "not at all".







- MENTAL: **self-confidence, openness to newness and hopefulness**
- HEALTH: **overall health status**
- SOCIAL: **relationship with family**
- ECONOMIC: **contributing to bearing family costs and ability to generate income**

- MENTAL: **self-confidence, openness to newness and hopefulness**
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## 6.2 Conclusions

With regards to quantity, there are some chances for the impact objectives to be achieved by March 2023. With regards to the qualitative aspects, these need to be studied by conducting tracer studies – one at beneficiaries level and one to check which organisational capacities have been improved because of Ashshash and whether the provided services are now more accessible and of higher quality.



INTEMPORE

## 7 RECOMMENDATIONS

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The following section provides key strategic and operational recommendations for Phase II, which are formulated based on the key findings and lessons learnt. The recommendations below are also addressing the overall objective of Phase II, i.e., *“Ashshash Phase 2 will be about deepening and scaling up of the impact (to other districts) and anchoring the initiatives in the local context – it will also provide more emphasis to the institutional and governance aspects of human trafficking (i.e., to implement the NPA)...However, in the later two phases, more attention needs to be to put into building and strengthening the system for service delivery.”* (Ashshash ProDoc)

**Recommendation 1:** To **ensure scalability at BENEFICIARY level** the project should: **a) focus on the provision of tailored need-based support as means to achieve rehabilitation and economic empowerment**, rather than on form of employment as the ultimate precondition for enhanced well-being, by centering the efforts around the design and implementation of individual rehabilitation support and economic empowerment plans defining the most suitable combination of support services per survivor; **b) uniformly broaden the selection criteria** by removing requirements that are creating more limitations than benefits, i.e., maximum eligible age for enrolment and return from TiP no more than 3 years from date of selection; **c) expand the geographical coverage** by selecting new districts based on share of TiP victims as a percentage of the total number of labour migrants per district, followed by conducting ex-ante DNH study, local organisations’ capacity evaluation, labour market demand analysis, as well as designing customised field strategy per district and conducting intensive awareness raising campaign to prepare the ground;

**Recommendation 2:** To **strengthen the system of service delivery** the project should **a) provide psychosocial counselling and health support** as first step towards rehabilitation; **b) based on individual economic empowerment plans offer 1) options for skills development** (life skills training, coaching for starting or developing own business, vocational skills development – classroom, OJT, mentor-mentee) **AND 2) facilitate income generation** through seed money to start or develop existing business, market linkage or job placement; **c) provide legal and education support through referral only; d) update the benchmark for gainful employment** based on the latest Consumer Price Index (CPI), Inflation Rate and Wage Rate Index (WRI) in Bangladesh, published annually by the Bangladesh Bureau of Statistics (BBS); **e) multiply the capacity for grassroots psychosocial counselling** by creating a pool of trainers from among the already trained counsellors; **f) ensure that the vocational skills development is provided by experienced VET service providers** and by applying **different quality-assured modalities** per occupation and need; **g) ensure job placement by combining two approaches**, i.e., direct cooperation with large employers and through VET service providers facilitating employment with local micro enterprises and SMEs.

**Recommendation 3:** To **anchor the initiatives in the local context** the project should **a) rethink the gender ratio** to better respond to the social demand by increasing the share of male TiP survivors to 35%; **b) decentralise the management of the service provision component** to ensure gradual transfer of ownership and responsibility by selecting district project partners to coordinate the support measures delivery at local level, including subcontracting and monitoring local organisations for the delivery of specific services; **c) ascertain the “role model” approach** as a successful strategy for sensitisation, awareness raising, motivation and recruitment of survivors.

**Recommendation 4:** To **ensure scalability at INSTITUTION level, as well as to provide more emphasis to the governance aspects of human trafficking** the project should: **a) gain momentum by proactively expanding the collaboration with the Ministry of Home Affairs** to establish: potential areas for support to be directly provided by the project based on the current

NPA (to be extended to 2025), suitable means to capture, assess and address the current needs of the Ministry, SDC's strategic role in operationalising the NRM and possible forms of higher level collaboration with regards to policy level interventions; **b) deepen and intensify the cooperation** with policy level stakeholders on which the successful service delivery depends, especially the **Ministry of Social Welfare** and the **Ministry of Local Government and Rural Development**, by offering capacity building and technical support from the project following the approach applied with MoHA; **c) develop customised strategies for private sector engagement**, depending on the specific profile, interest and scope of the targeted enterprise, as well as the potential areas of cooperation with the project, including cooperation for on-the-job training, employment, market linkage, in-kind support, facilitating seed money, health support, etc. **d) explore options and conduct targeted campaign to engage public service providers and NGOs in providing support** to TiP survivors, e.g., Probashi Kallyan Bank to provide loans to Ashshash survivors, the local public vocational skills training providers (TTCs) to provide classroom training for certain vocations, local NGOs to avail their microfinancing programmes as means to diversify access to financial support; **e) ensure the implementing organisation shifts internal resources from the management and administration of the beneficiary-level support services to the activities aimed at impact at institution/policy level** (dedicates more internal resources to the implementation of Outcome 2).

**Recommendation 5:** To **strengthen the overall management and implementation** of Phase II, the project should: **a) develop SMART-er outputs** per outcome, to ensure that the results chain is adequately reflecting the hierarchy and sequence of the expected results, as well as the impact assumptions; **b) set overall and mid-term targets per intervention stage and support measure** from the onset of the Phase II to ensure strategic monitoring of levels of achievement at donor level and applying mitigation measures in a systematic manner; **c) double the resources for monitoring and private sector engagement** at central and district level and **create a dedicated position** within the implementing organisation **to guide and oversee public sector engagement and policy level cooperation**. **d) strengthen the analysis of the programme's performance and achievement** by making better use of the data collected within the MIS.

**Recommendation 6:** To **ensure the impact is effectively accumulated and assessed** the project should: **a) assume, report and analyse the benefit from the programme** by focusing on number of men and women who have received **tailored need-based support AND report enhanced well-being**, the latter to be verified by capturing entry and exit well-being levels to cover physical, mental, social and economic status, *thus monthly income will become only one of many and not the core well-being component to be expected and observed as part of the overall enhanced well-being*; **b) use subjective well-being as an input and outcome variable for conducting analysis that studies the interrelations cost-benefit and social cost-effectiveness**.

## Annex 1: Assessment Grid of the DAC Criteria

Assessment Grid for project/programme evaluations of the SDC interventions

Note: this assessment grid is used for evaluations of SDC financed projects and programmes (hereinafter jointly referred to as an 'intervention'). It is based on the OECD Development Assistance Committee evaluation criteria. In mid-term evaluations, the assessment requires analysing the likelihood of achieving impact and sustainability. All applicable sub-criteria should be scored and a short explanation should be provided.

Please add the corresponding number (0-4) representing your rating of the sub-criteria in the column 'score':

0 = not assessed

1 = highly satisfactory

2 = satisfactory

3 = unsatisfactory

4 = highly unsatisfactory

Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
<b>Relevance</b> Note: the assessment here captures the relevance of objectives and design at the time of evaluation. In the evaluation report, both relevance at the design stage as well as relevance at the time of evaluation should be discussed.		
1. The extent to which the objectives of the intervention respond to the needs and priorities of the target group.	1	The objectives are suitably formulated and aligned to the needs of the TiP survivors and the context in Bangladesh.
2. The extent to which the objectives of the intervention respond to the needs and priorities of indirectly affected stakeholders (not included in target group, e.g., government, civil society, etc.) in the country of the intervention.	1	Ashshash is aimed at achieving its objectives at target group level by also implementing appropriately envisaged interventions at policy and institutional level, which are addressed at Outcome level to highlight their strategic role for the achievement of the overall impact.
3. The extent to which core design elements of the intervention (such as the theory of change, structure of the project components, choice of services and intervention partners) adequately reflect the needs and priorities of the target group.	2	Ashshash is informed by adequately formulated assumptions on the overall needs of the target group. There are certain areas for improvement with regards to the applied results chain, the formulation of the indicators of achievement, the process of setting targets and other design-related aspects. However, taking into account that the programme is in Phase I and the fact that the implementation was also hampered by



Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
		the implications created by COVID, the gaps in the design are considered more as areas for improvement rather than substantial weaknesses.
<b>Coherence</b>		
4. Internal coherence: the extent to which the intervention is compatible with other interventions of Swiss development cooperation in the same country and thematic field (consistency, complementarity and synergies).	2	Ashshash demonstrates good coherence with other initiatives in the field of safe migration and economic empowerment. The project is guided by the Swiss Foreign Policy Strategy 2020–23 and Switzerland's International Cooperation Strategy 2021–24 and is aligned to the Swiss Cooperation Programme for Bangladesh 2022-2025. More efforts could be made to ensure synergy with other interventions at operational level.
5. External coherence: the extent to which the intervention is compatible with interventions of other actors in the country and thematic field (complementarity and synergies).	2	Some synergies with other projects and programmes, such as BSkillFUL, BCTIP (now FSTIP), ASIA CTIP, SIMS and SafeStep, are being realised but need to be further expanded and formalised in Phase II.
<b>Effectiveness</b>		
6. The extent to which approaches/strategies during implementation are adequate to achieve the intended results.	2	Ashshash offers various forms and types of support for TiP survivors, which is highly appropriate taking into account the variety of survivors' needs, background and profile. However, the support measures could be further aligned to specific needs and provided in a better informed and justified manner. This could be achieved by linking each type of support to a specific aspect of the rehabilitation and economic empowerment of each survivor and by the project offering a holistic combination of services per beneficiary.
7. The extent to which the intervention achieved or is expected to achieve its intended objectives (outputs and outcomes).	3	With regard to attaining Phase I planned outcomes and outputs the project has achieved partial success, with overachievement of the targets for certain outputs and underachievement in other key areas.

Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
8. The extent to which the intervention achieved or is expected to achieve its intended results related to transversal themes.	2	The DNH principle is very well integrated at implementation and field level. Ashshash has also assiduously applied the CSPM principles. Ashshash GAP has been well applied, is based on an in-depth gender and vulnerability assessment (GVA), and incorporates key principles of RBA, gender responsiveness, DNH, respect and dignity, informed consent and privacy and confidentiality. However, the pre-defined gender ration of 70% women / 30% men does not seem to have been fully achieved at outcome and impact level, where the share of male survivors placed in employment and earning at least BDT 5,000 a month is higher than 30% of the total number of supported TiP survivors.
<b>Efficiency</b>		
9. The extent to which the intervention delivers the results (outputs, outcomes) cost-effectively.	3	Based on the assumptions and estimations made within the ex-ante CBA, the intervention has not achieved a “good” Benefit-Cost Ratio. The ratio achieved so far is 0.66, as opposed to the expected ratio of 1.49, which suggests that currently the cost to implement the programme is higher than the benefits achieved. However, this is also due to the enhancement of the well-being aspect not being envisioned as benefit to contribute to the formulation of the ratio. In addition, this aspect was also negatively affected by the implications created by COVID-19 and the delayed start of the service delivery component, which led to many initial programme assumptions for benefit generation not being realised as planned and in a timely manner.
10. The extent to which the intervention delivers the results (outputs, outcome) in a timely manner (within the intended timeframe or reasonably adjusted timeframe).	3	The project start was delayed and the implementation was also hampered by the implications created by COVID-19 and the Cyclone Amphan. Currently, Phase I has not delivered the planned results in a timely manner and has been also granted a no-cost extension of four months. It should be also noted that due to the specifics of the intervention approach, some of the expected results at beneficiary level might occur long

Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
		after their enrolment into the programme. With regard to the results at institutional and policy level, these are rather ambitious and dependent on various factors that are sometimes beyond the control of a project of such scale, hence, and could be achieved in stages, rather than within the timeframe of one phase.
11. The extent to which management, monitoring and steering mechanisms support efficient implementation.	2	Structures seem to have been effectively set and used, however, there is need for more resources to be dedicated at central and district level for monitoring, support and coordination, as well as gradually transferring the ownership of and responsibility for the service provision component to the local stakeholders.
Impact		
12. The extent to which the intervention generated or is expected to generate 'higher-level effects' as defined in the design document of the intervention. Note: when assessing this criterion, the primary focus is the intended 'higher-level effects'. In the event that significant unintended negative or positive effects can be discerned, they must be specified in the justification column, especially if they influence the score.	2	The project has started showing first signs of impact but no tracer studies have been conducted yet to validate the higher-level effects. Nevertheless, the interactions with beneficiaries during the evaluation confirmed that the achieved impact is fully in line with the specific areas of intervention and the hypothesis made when initiating this project. Ashshash has achieved various unintended effects, among which are women empowerment, community-wise support that goes beyond the expected level of intervention, filling a gap with regards to lack of support for male victims, applying in practice a learner-centred vocational skills training (by introducing a mentor-mentee modality), supplying the business with better trained labour force than if employers were to recruit randomly, achieving a strategic-level and beyond the project's scope outcome, i.e., SDC to play a key role in distributing the areas of support among the various donors working in the field of safe migration.
Sustainability		

Key aspects based on DAC Criteria	Score (put only integers: 0, 1, 2, 3 or 4)	Justification (please provide a short explanation for your score or why a criterion was not assessed)
13. The extent to which partners are capable and motivated (technical capacity, ownership) to continue activities contributing to achieving the outcomes.	1	Currently, all partners demonstrate high level of commitment and motivation to continue the activities contributing to the achievement of the outcomes. All involved organisations have capacity or have been capacitated to effectively implement their role in the project. If the private sector is expected to play a more proactive role in Phase II, then additional resources should be dedicated for sensitisation and motivation of the employers to support TiP survivors by training, employing and supporting them towards their economic empowerment.
14. The extent to which partners have the financial resources to continue activities contributing to achieving the outcomes.	2	Partners have limited financial resources to continue the activities without the support of the project, but due to the specifics of Ashshash, it is expected that if the systems and mechanisms at national level start functioning properly, then the resources for the provision of the services provided by the organisations currently acting as project partners would be secured by the state through a dedicated fund.
15. The extent to which contextual factors (e.g. legislation, politics, economic situation, social demands) is conducive to continuing activities leading to outcomes.	2	The social demand is high enough to justify the implementation of Ashshash. The government institutions demonstrate favourable attitude towards the efforts made by the project and SDC is recognised as a trusted and key partner in the process of boosting safe migration and economic empowerment. Legislative changes and reforms, as well as the operationalisation of the national mechanisms to support TiP survivors, are still in their initial stage and would require substantial efforts.

## Annex 2: Evaluation Matrix

EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
<b>Relevance</b>			
(i) Assess the relevance of the Ashshash project, within the current context of human trafficking in Bangladesh, relevant policy developments, Switzerland's mandate (Swiss Cooperation Programme Bangladesh 2022-25), strategic issues and other donor initiatives, and the possible effect COVID-19 may have had on the context	Analysis of how <b>CONSISTENT</b> the Ashshash design, overall thematic focus and key objectives are to <b>CONTEXT, POLICY DEVELOPMENTS, Switzerland's MANDATE, other DONOR INITIATIVES</b>	<ul style="list-style-type: none"> <li>• Current TiP context at national level</li> <li>• National reforms and developments in the field of safe migration; TiP Prevention, Protection, Prosecution and Partnerships</li> <li>• Swiss Cooperation Programmes in Bangladesh</li> <li>• Other donor initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• <i>NPA 2018-2025; US TiP report 2022; policy developments in 2021-2022; trends with regards to TiP;</i></li> <li>• <i>Swiss Cooperation Programme Bangladesh 2018-21; Swiss Cooperation Programme Bangladesh 2022-25; KII with donor;</i></li> <li>• <i>Swiss programmes and projects;</i></li> <li>• <i>EU-funded, US donor-funded and international, e.g., ILO, IOM, etc.);</i></li> <li>• <i>KII with donor;</i></li> <li>• <i>KIIs with government institutions;</i></li> <li>• <i>KII with implementing partner.</i></li> </ul>
	Analysis of how <b>RELEVANT</b> the Ashshash design, overall thematic focus and key objectives are to the changed context due to COVID-19	<ul style="list-style-type: none"> <li>• Implications created by the pandemic, key challenges faced, new needs emerging due to the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Assessment Reports 3 – Impact of the COVID-19 on EEE; Context in Gender in Ashshash During COVID 19 pandemic (Oct 2020);</i></li> <li>• <i>KII with donor;</i></li> <li>• <i>KIIs with implementing partner;</i></li> <li>• <i>KIIs with project partners;</i></li> <li>• <i>KIIs with subcontractors;</i></li> <li>• <i>Interviews with beneficiaries.</i></li> </ul>
(ii) Assess the relevance of the project's strategy and approaches for the achievement of the objectives	Analysis of how <b>RELEVANT</b> the Ashshash strategy and approaches is to original and revised objectives	<ul style="list-style-type: none"> <li>• Systems approach - to build capacity of government and civil society organisations to better address those who have escaped trafficking, i.e.: <ul style="list-style-type: none"> <li>– provision of services</li> <li>– support to initiatives already in place, incl. to make the NPA operational</li> <li>– CSR scheme</li> <li>– National Referral Mechanism</li> </ul> </li> <li>• Partnership approach – to use project resources and leverage from other resources, i.e.: <ul style="list-style-type: none"> <li>– synergies with other projects</li> <li>– cooperation with major government ministries and agencies</li> <li>– cooperation with the Union Parishad and the Counter Trafficking Committee (CTC) at union, upazilla and district levels</li> </ul> </li> <li>• Targeted approach – geographical coverage of the project, i.e., to work in regions where there are many men and women who escaped trafficking <ul style="list-style-type: none"> <li>– Khulna</li> <li>– Chattogram</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <i>Pro Doc (Jun 2020); Baseline Study 2020; Ashshash Assessment Report – Chattogram;</i></li> <li>• <i>KII with donor;</i></li> <li>• <i>KIIs with government institutions;</i></li> <li>• <i>KII with implementing partner;</i></li> <li>• <i>KIIs with project partners (private sector);</i></li> <li>• <i>KIIs with subcontractors.</i></li> </ul>



EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
		– Conflict-sensitive programme management (CSPM), i.e., taking into account structural and direct conflicts at household, local and national level between social state and economic actors	
<b>Effectiveness</b>			
(i) Assess to what extent the objectives of Ashshash have been achieved	Quantitative and qualitative analysis of how and to what extent Ashshash OBJECTIVES have been REALISED	<ul style="list-style-type: none"> <li>• Achievement at OUTCOME level (realised vs planned, KPIs achievement as per target, variance, reasons for deviations)</li> <li>• Achievement at OUTPUT level (realised vs planned, KPIs achievement as per target, variance, reasons for deviations)</li> <li>• Achievement at ACTIVITIES level (realised vs planned, achievement as per annual plans, variance, reasons for deviations)</li> </ul>	<ul style="list-style-type: none"> <li>• Pro Doc (Jun 2020); LogFrame;</li> <li>• Annual plans and reports;</li> <li>• KII with donor;</li> <li>• KII with implementing partner;</li> <li>• KIIs with project partners;</li> <li>• KIIs with subcontractors.</li> </ul>
(ii) Assess how has the project addressed the emerging needs in the human trafficking context due to COVID-19 and how the project could be better at addressing the needs	Analysis of how the project responded to COVID-19	<ul style="list-style-type: none"> <li>• At operational level – cooperation between donor and implementing agency; cooperation with partners and subcontractors, work with beneficiaries</li> <li>• With regards to the applied strategy and approaches – changes introduced, procedure followed, effect (analysis of the results from the applied measures)</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment Reports 3 – Impact of the COVID-19 on EEE; Annual Reports; Context in Gender in Ashshash During COVID 19 pandemic (Oct 2020);</li> <li>• KIIs with implementing partner;</li> <li>• KIIs with project partners;</li> <li>• KIIs with subcontractors.</li> </ul>
(iii) Assess any positive/negative unintended effects of Ashshash keeping in mind the Do-No-Harm and Context-Sensitive Programme Management (CSPM) principles	Analysis of project's UNINTENDED EFFECTS (type, significance, impact)	<ul style="list-style-type: none"> <li>• Results achieved outside the scope/size of the planned outputs and impact <ul style="list-style-type: none"> <li>– At beneficiaries' level</li> <li>– At institutional level</li> <li>– At policy level</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Pro Doc (Jun 2020); Annual Reports (additional activities added to the original LogFrame);</li> <li>• KII with implementing partner.</li> </ul>
	Analysis of whether and how the project integrated the DNH and CSPM principles	<ul style="list-style-type: none"> <li>• Integration and practical application of the DNH and CSPM principles during the project implementation – project design, activities, support to beneficiaries, effect of the intervention measures on victims' families and local community</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict-Sensitive Programme Management CSPM Integrating conflict sensitivity and prevention of violence into SDC Programmes - A handbook for practitioners, SDC, DEZA</li> <li>• Do No Harm, Tip Sheet, SDC, Conflict Prevention and Transformation Division (COPRET)</li> <li>• Field visit to Khulna and Chattogram</li> </ul>
(iv) Assess how Ashshash has been progressing with the Gender Action Plan and recommend how the project has strengthened its focus on gender transformation, especially focusing on the role of men	Analysis of how the project integrated the GAP	<ul style="list-style-type: none"> <li>• Achieved vs planned</li> <li>• The implications created by COVID</li> <li>• Ashshash in the context of current trends: <ul style="list-style-type: none"> <li>– Lack of support to male TiP victims</li> <li>– Feasibility of the project's target gender ratio (at least 70% women)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Switzerland's international cooperation strategy 2021-2024</li> <li>• Gender Strategy and AP (May 2020); Gender and Vulnerability Assessment Report (May 2020); Context in Gender in Ashshash During COVID 19 pandemic (Oct 2020); 2021 Gender Strategy and Action Plan Progress Report – achievements and challenges</li> <li>• 2022 Trafficking in Persons Report, US Department of State</li> <li>• Annual reports</li> </ul>

EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
(v) Assess the partnerships with the private sector companies/organisations and recommend how to further capitalise on leveraging further support and collaboration from the private sector	Analysis of how the project cooperated with the PRIVATE SECTOR	<ul style="list-style-type: none"> <li>• Mechanism for cooperation:               <ul style="list-style-type: none"> <li>– approach</li> <li>– form</li> <li>– guarantees for effectiveness</li> <li>– monitoring</li> <li>– reporting</li> </ul> </li> <li>• Cooperation with NGOs providing psychosocial counselling – achievements and challenges</li> <li>• Cooperation with TSPs for needs assessment, classroom vocational and entrepreneurship training – achievements and challenges</li> <li>• Cooperation with businesses for OJT, per diems, wage employment, cash and in-kind contributions, support for start-ups – achievements and challenges</li> <li>• Cooperation with legal organisations for legal support – achievements and challenges</li> <li>• Cooperation with private health service provider – achievements and challenges</li> <li>• Cooperation with financial institutions – achievements and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Pro Doc (Jun 2020); Annual Reports</li> <li>• MoUs</li> <li>• Agreements with subcontractors</li> <li>• Monitoring Reports</li> <li>• Joint Partners' Meeting of Ashshash in Khulna Division: Key Discussions and Takeaway 2019</li> <li>• Report on Annual Assessment of Social Protection Partners (SPPs) November 2019 to October 2020</li> <li>• Report on Joint Partners' Meeting at Dhaka December 2020</li> <li>• Meetings on Stakeholder Engagement for Economic Empowerment (Khulna, Satkhira, Jashore and CXB)</li> <li>• Report: Knowledge Sharing Session on Engaging Private Sector for sustainable Development Dec 2021</li> <li>• Report on Multi-Stakeholders' Consultation at District Level</li> <li>• KII with implementing partner;</li> <li>• KIIs with project partners;</li> <li>• KIIs with subcontractors.</li> </ul>
(vi) Assess what lessons can be learned about the effectiveness of the intervention strategies used in order to achieve the desired outcomes	Analysis of the effectiveness of the INTERVENTION STRATEGIES and summary of lessons learned	<ul style="list-style-type: none"> <li>• Intervention Strategies</li> </ul> <p><b>BENEFICIARIES</b></p> <ul style="list-style-type: none"> <li>– <b>victim identification</b> (process &amp; evidence), <b>selection</b> (criteria, incl. age and return status) and <b>enrolment</b> (process and roles)</li> <li>– <b>support mechanisms:</b> awareness raising (topics and methods); psychosocial counselling (process and content, stages, certificates); needs assessment (for selection of occupations and employment track, as well as training path); classroom-based vocational training (form, duration, curriculum, capacity of trainers); entrepreneurship training (form, duration, curriculum, capacity of trainers); OJT (form, duration, programme followed, learning outcomes, differences between OJT for wage and self-employment); business advisory support, i.e., mentoring from university students (process and content); local support groups (LSGs) to support start-ups; fail safe plans - additional counselling, reference to other projects, etc.; grants for businesses; loans, i.e., information and introduction to credit issuing organisations; health support (needs assessment, referral system and process, benefits); legal support (process, results)</li> </ul> <p><b>INSTITUTIONS</b></p> <ul style="list-style-type: none"> <li>– <b>cooperation for capacity building (private and public sector)</b> training of institutions and individual psychosocial counsellors for psychosocial counselling; training of subcontractors for recruitment, training and support of CTiP</li> </ul>	<ul style="list-style-type: none"> <li>• UPDATED Pro Doc – with additions and comments from implementing partner; Annual Reports</li> <li>• KIIs with government institutions;</li> <li>• KII with implementing partner;</li> <li>• KIIs with project partners;</li> <li>• KIIs with subcontractors;</li> <li>• Interviews with beneficiaries (+ interviews with project dropouts)</li> </ul>

EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
		<p>activists; training, coaching and support to CTiP activists; participatory group training to strengthen the capacities of social workers, lawyers, CTC members, local arbitrators, member of law enforcement agencies, officials from department of social services, youth development, women affairs and DEMO to apply a right based frame-work when working with trafficking victims and use available legal frameworks and tools to secure justice and compensations for victims through criminal, civil, international litigation and other methods; MIS; gender issues</p> <ul style="list-style-type: none"> <li>– <b>cooperation for support to the project implementation</b> private sector (employers) – CSR (in-kind, cash contributions, overall engagement), OJT + per diems during OJTs, wage employment; public sector (institutions) – assigning budget for safe migration/survivor service/counter trafficking; universities (specific) – support the development and delivery of psychosocial support and business advisory support programmes; financial institutions – building partnerships for credit support to businesses created by beneficiaries</li> <li>– <b>cooperation for policy development</b> development of unified referral system to manage cases of men and women who have escaped trafficking; joint advocacy efforts for increased attention and resource allocation from the Government for survivor support services</li> <li>– <b>cooperation for technical assistance</b> studies, workshops, dialogue, dissemination</li> </ul>	
<b>Efficiency</b>			
(i) Critically review the project structures and resources (management, monitoring, steering, coordination)	Analysis of project STRUCTURES and RESOURCES	<ul style="list-style-type: none"> <li>• Timeframe – planned vs realised, feasibility, challenges</li> <li>• Steering – procedure, effectiveness of the adopted approach, results</li> <li>• Management and Implementation - roles, tasks and responsibilities, staffing</li> <li>• Monitoring and Evaluation – procedures, plans, reports, monitoring activities at all planned 8 levels, roles and responsibilities, annual financial review</li> <li>• Reporting – mechanism, quality and comprehensiveness of the Annual Reports, feedback from donor</li> <li>• Budget – funding allocated, structure of the budget and planning of resources per budget heading</li> </ul>	<ul style="list-style-type: none"> <li>• <i>UPDATED Pro Doc – with additions and comments from implementing partner; Annual Plans and Reports, SOP (or similar), Monitoring Plans and Reports, Project Financial Reports, Donor Feedbacks</i></li> <li>• <i>KII with implementing partner;</i></li> <li>• <i>KII with donor.</i></li> </ul>
(ii) Critically review the systems and policies	Analysis of existing PROJECT SYSTEMS and POLICIES	<p><b>SYSTEMS</b></p> <ul style="list-style-type: none"> <li>• Data collection</li> <li>• MIS</li> <li>• Payments</li> </ul> <p><b>POLICIES</b></p> <ul style="list-style-type: none"> <li>• Identification and selection of partners and subcontractors</li> <li>• Quality assurance – service provision</li> <li>• Control mechanisms</li> <li>• Results Based Funding (RBF)</li> <li>• Sharing and promotion of project results</li> </ul>	<ul style="list-style-type: none"> <li>• <i>SOP (or similar), MIS (including specification and user manual), Payment Procedures, Selection of Partners and Subcontractors Procedure, Project Communication Strategy, Quality Assurance Strategy, RBF Procedure</i></li> </ul>

EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
(iii) Critically review the current setup and implementation of the monitoring and results measurement system	Analysis of the efficiency of the existing MONITORING and RESULTS MEASUREMENT SYSTEM	<ul style="list-style-type: none"> <li>Monitoring visits templates and documentation</li> <li>Individual monitoring reports (at subcontractor, beneficiary and events level)</li> <li>Actions taken as a result from monitoring (action plan, follow-up and feedback, implementation of findings and recommendations from monitoring)</li> <li>Measuring results (procedure, data collection, roles, ensuring reliability of data)</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring templates, individual monitoring reports;</li> <li>KII with implementing partner</li> </ul>
(iv) Critically review the organisational strength and capacity of Winrock International to implement such a project, including recommendations on organisational rearrangement or reform(s) for future engagement, if required	Analysis of the implementing partner's organisational and operational CAPACITY to implement a project of such size and scope	<ul style="list-style-type: none"> <li>Experience and expertise of the involved staff (incl. the knowledge and skills of the project staff members)</li> <li>Local presence</li> <li>Backstopping and control mechanisms</li> <li>Internal procedures</li> </ul>	<ul style="list-style-type: none"> <li>KII with implementing partner;</li> <li>KII with donor;</li> <li>KIIs with government institutions.</li> </ul>
(v) Critically review how Ashshash has been working with other Swiss supported interventions and recommend opportunities to better capitalise on synergies	Analysis of the implemented SYNERGIES with other Swiss supported interventions	<ul style="list-style-type: none"> <li>BSkillFUL</li> <li>Any other relevant programmes and projects</li> </ul>	<ul style="list-style-type: none"> <li>Swiss-supported Programmes and Projects in Bangladesh, EDA;</li> <li>KII with donor;</li> <li>KII with implementing partner.</li> </ul>
(vi) Critically review the current relationships with Ministry of Home Affairs and analyse the coordination/relation with programmes and projects implemented by other development partners (such as USAID, EU, KOICA, UNODC, IOM)	Analysis of the COOPERATION with MOHA	<ul style="list-style-type: none"> <li>Mechanism for cooperation (procedures, plan, strategy, guiding principles)</li> <li>Current status of the relationship with MOHA – achievements and challenges, plans for the future, needs to be addressed, feedback from MOHA</li> </ul>	<ul style="list-style-type: none"> <li>Reports/Minutes from meetings with MOHA (donor and/or implementing partner);</li> <li>KII with government institutions;</li> <li>KII with donor;</li> <li>KII with implementing partner.</li> </ul>
	Analysis of the COOPERATION with other programmes and projects	<ul style="list-style-type: none"> <li>Mechanism for cooperation with other programmes and projects (procedures, plan, strategy, guiding principles), e.g., BCTIP for the referral system, directories, etc.</li> <li>Results from the relationship with other programmes and projects (good practices, challenges, lessons learnt)</li> </ul>	<ul style="list-style-type: none"> <li>Periodic reports on cooperation with other programmes and projects</li> <li>KII with implementing partner;</li> <li>KII with donor;</li> <li>KIIs with project partners (key staff members of other projects and programmes).</li> </ul>
(vii) Critically review the gaps in project design and how the overall efficacy of Ashshash may be improved in the following phases	Analysis of the project DESIGN and ABILITY TO PRODUCE the desired results (outputs, outcomes and impact)	<ul style="list-style-type: none"> <li>Setting up and organising the project objectives and the Ashshash ToC model (assumptions for impact, outcomes, outputs and activities) – as a result from the piloting phase, at the beginning of the project implementation, after revisions in 2020, and as applied in 2021 and 2022</li> <li>Baseline, tracer and other studies interrelation, practical application of findings and feeding into the project implementation</li> <li>Applicability of the: <ul style="list-style-type: none"> <li>Quantitative indicators</li> <li>Gender ratio</li> <li>Age range criteria</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Pro Doc (All versions), baseline study, Final Engagement Strategy &amp; Assessment Report NC (May 2019), Final Landscaping Private Sector NC (Mar 2019, Human Trafficking Prevention and Suppression Rules 2017 (In Bengali), Human Trafficking Prevention Fund Rules 2017 (In Bengali), National Organization for Suppression of Human Trafficking Rules 2017 (In Bengali);</li> <li>KII with donor;</li> <li>KII with implementing partner;</li> </ul>

EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
		<ul style="list-style-type: none"> <li>- Focus on wellbeing – what does wellbeing entail, how to capture improvement and effects from the project</li> <li>- Reintegration in society – what does reintegration entail and how it correlates to wellbeing</li> <li>- Psychosocial counselling as key support measure for TiP victims</li> <li>- Skills development (how skills development refers to enhancement of wellbeing and social reintegration; type of training provision – dual track approach (for wage and self-employment), additional components for financial literacy, business development mentoring, etc.)</li> <li>- Capacity building of partners and subcontractors combined with cooperation with partners and subcontractors for the successful delivery of the project results and with efforts to support high-level policy reform and developments</li> <li>- Focus on legal support</li> <li>- Focus on health support</li> <li>- Focus on awareness raising</li> </ul>	<ul style="list-style-type: none"> <li>• <i>KIIs with project partners;</i></li> <li>• <i>KIIs with subcontractors.</i></li> </ul>
(viii) Critically review the value for money aspects of Ashshash, both from project implementation and project management perspectives, especially highlighting the efficiency gains. This analysis will include a review of the ex-ante cost-benefit analysis (CBA) of the current phase, in terms of results achieved	Review of the ex-ante CBA	<ul style="list-style-type: none"> <li>• Initial assumptions and estimates of the project costs</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ex-ante CBA</i></li> </ul>
	Analysis of the value for money of the ACHIEVED PROJECT RESULTS	<ul style="list-style-type: none"> <li>• Distribution of costs per outcome and outputs (administrated funds)</li> <li>• Planned vs. spent per category and intervention measure</li> <li>• Cost to achieve the project results (impact and outcomes)</li> <li>• Project Input/Output ratio</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Project budget (original and revisions), project financial reports;</i></li> <li>• <i>KII with implementing partner;</i></li> <li>• <i>KII with donor.</i></li> </ul>
	Analysis of the value for money of the PROJECT INPUT (invested management resources)	<ul style="list-style-type: none"> <li>• Distribution of costs per project management areas (part 1-3)</li> <li>• Planned vs. spent per category</li> <li>• Cost to achieve the project results (impact and outcomes)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Project budget (original and revisions), project financial reports;</i></li> <li>• <i>KII with implementing partner;</i></li> <li>• <i>KII with donor.</i></li> </ul>
<b>Sustainability</b>			
(i) Assess to what extent the positive results will be continued beyond the end of the external support	Analysis of the POTENTIAL for the project activities and results TO BE CONTINUED after the end of its first phase and beyond	<ul style="list-style-type: none"> <li>• Meeting the social demand – how received support can decrease the risk for beneficiaries to fall victim of TiP again</li> <li>• Capacity building as a guarantee for sustainability of the service provision offered to TiP victims</li> <li>• Potential of the intended National Referral Mechanism</li> <li>• Supporting policy developments – strategic cooperation with key stakeholders to sustain the positive results with regards to ensuring continuous and quality support to TiP victims</li> <li>• Phase 2 – initial plans and assumptions</li> <li>• Potential for sustainability after the end of the programme (all phases)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Interviews with beneficiaries;</i></li> <li>• <i>KII with donor;</i></li> <li>• <i>KII with implementing partner;</i></li> <li>• <i>KIIs with project partners;</i></li> <li>• <i>KIIs with subcontractors;</i></li> <li>• <i>KIIs with government institutions.</i></li> </ul>



EVALUATION AREA AND QUESTION AS PER TOR	SCOPE OF ANALYSIS	RESEARCH TOPICS	DATA SOURCES/TOOLS/METHODS
(ii) Asses what factors should be further considered to ensure sustainability of the outcomes in the following phases of the project	Analysis of the <b>FACTORS</b> to affect sustainability	<ul style="list-style-type: none"> <li>• Specifics of the local context</li> <li>• Profile and background of the targeted beneficiaries</li> <li>• Capacity of the project partners and subcontractors</li> <li>• Political will and context</li> </ul>	<ul style="list-style-type: none"> <li>• NPA 2018-2025; US TiP report 2022; policy developments in 2021-2022; trends with regards to TiP;</li> <li>• KIIs with government institutions</li> <li>• Swiss Cooperation Programme Bangladesh 2022-25;</li> <li>• KII with donor.</li> </ul>
<b>Impact</b>			
(i) What are the intended and unintended results/outcomes of Ashshash and what impact has become visible, including the effects on the beneficiaries and others	Analysis of the <b>LONG-TERM EFFECTS</b> from the project	<ul style="list-style-type: none"> <li>• First signs of long-term effects at beneficiaries, institutions and policy level – as per planned impact and outcomes: <ul style="list-style-type: none"> <li>- 4,500 women and men who have escaped trafficking have <b>restored their dignity and well-being</b> and become <b>self-sufficient</b> <ul style="list-style-type: none"> <li>o 4,500 are with improved well-being</li> <li>o 4,046 beneficiaries placed in <b>employment</b></li> <li>o 3,537 of employed beneficiaries <b>earn BDT 5000/month</b> (for 6 consecutive months within 1st year of graduation</li> <li>o 3,150 report <b>enhanced mental and physical health</b> status</li> </ul> </li> <li>- 10 institutions are more <b>accountable</b> and <b>effective</b> in providing <b>better quality</b> and more <b>accessible services</b> beneficial to men and women who have escaped trafficking</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• LogFrame, Annual Reports, MIS, Case Stories, Assessment Reports;</li> <li>• Interviews with beneficiaries;</li> <li>• KIIs with project partners;</li> <li>• KIIs with subcontractors;</li> <li>• KIIs with government institutions.</li> </ul>

### Selection criteria

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Telephone interviews will be used to reach out to **two types of beneficiaries**, as follows:

- **Men and Women who completed the whole project intervention cycle and are now in employment (for at least 6 consecutive months), i.e., “successful beneficiaries”;**
- **Men and Women who did not complete the whole project intervention cycle, i.e., “dropouts”.**

The key **objectives** of these interviews will be to cross-check and validate beneficiaries' employment status, to establish their current wellbeing status, satisfaction level from the programme intervention methods and support and/or reasons for dropping out.

These will be held by following a **structured questionnaire**, developed by the evaluation team (please see section 1.1.1).

The total number of beneficiary responses to be reached is **50 (35 successful and 15 dropouts)**. To achieve these numbers, the evaluation team will approach 66 beneficiaries (46 successful and 20 dropouts).

To identify the beneficiaries to be approached, the evaluation team has applied the following **selection criteria** to take into consideration gender representation, geographical coverage, employment track (wage or self-employment), dropout context.

The selection criteria applied is as follows:

#### **Successful beneficiaries:**

- Criterion 1: Gender – 30% men and 70% women (in line with the programme gender representation target)
- Criterion 2: Location – equal representation across the two main divisions (to ensure balanced geographical coverage)
- Criterion 3: Employment track - 75% wage-employed and 25% self-employed (in line with the programme employment track aim)

Criteria for Selection of Successful Beneficiaries, i.e. men and women in wage or self-employment as a result from the project								
Respondents	Successful Beneficiaries							
Total number of respondents	46							
Criterion 1: Gender	Men				Women			
% of total respondents	30%				70%			
Number of men and women from total number of respondents	14				32			
Criterion 2: Location	Chattogram		Khulna		Chattogram		Khulna	
% of gender split	50%		50%		50%		50%	
Number of men and women per district	7		7		16		16	
Criterion 3: Employment Track	Wage-employment	Self-employment	Wage-employment	Self-employment	Wage-employment	Self-employment	Wage-employment	Self-employment
% of gender and location split	75%	25%	75%	25%	75%	25%	75%	25%
Number of men and women per district and per employment track	5	2	5	2	12	4	12	4

### Dropout beneficiaries:

- Criterion 1: Period of enrolment (recently enrolled) – recruited between July 2021 and April 2022, in order to focus mainly on dropout factors related to the project design or implementation, rather than the implications created by COVID-19, natural disasters or other external factors
- Criterion 2: Gender – equal representation of men and women, in order to capture gender specific reasons for leaving the programme prematurely
- Criterion 3: Location – equal representation across the two main divisions (to ensure balanced geographical coverage)
- Criterion 4: Dropout context, in order to explore the reasons for leaving the programme prematurely at two key stages of the intervention cycle – balanced representation of those who have been:
  - identified, recruited, enrolled for psychosocial counselling, received counselling BUT DID NOT get a READY TO GO Certificate, i.e. no skills training.
  - identified, recruited, enrolled for psychosocial counselling, received counselling, obtained READY TO GO Certificate, enrolled for vocational or entrepreneurship training BUT DID NOT graduate, i.e. not in employment.
  - identified, recruited, enrolled for psychosocial counselling, received counselling, obtained READY TO GO Certificate, enrolled for vocational or entrepreneurship training, successfully graduated, BUT NOT IN EMPLOYMENT FOR 6 MONTHS, i.e., not completed the full intervention cycle due to not being placed in employment at all OR due to not being in employment for at least 6 months.

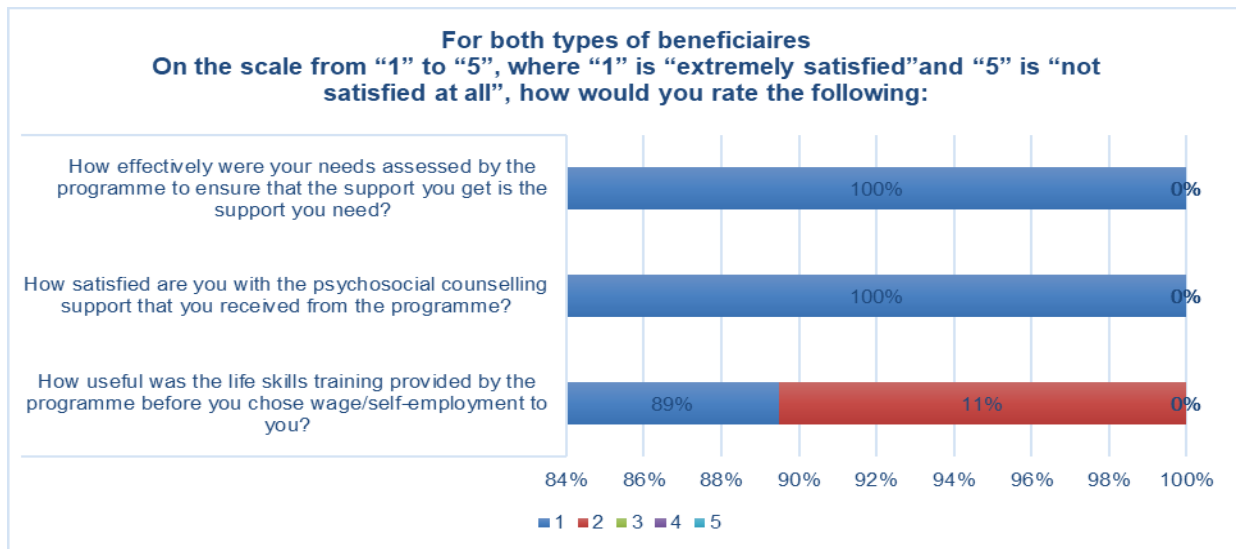
## Annex 4: Summary of Responses from Telephone Interviews with beneficiaries

### Successful respondents' profile and structure

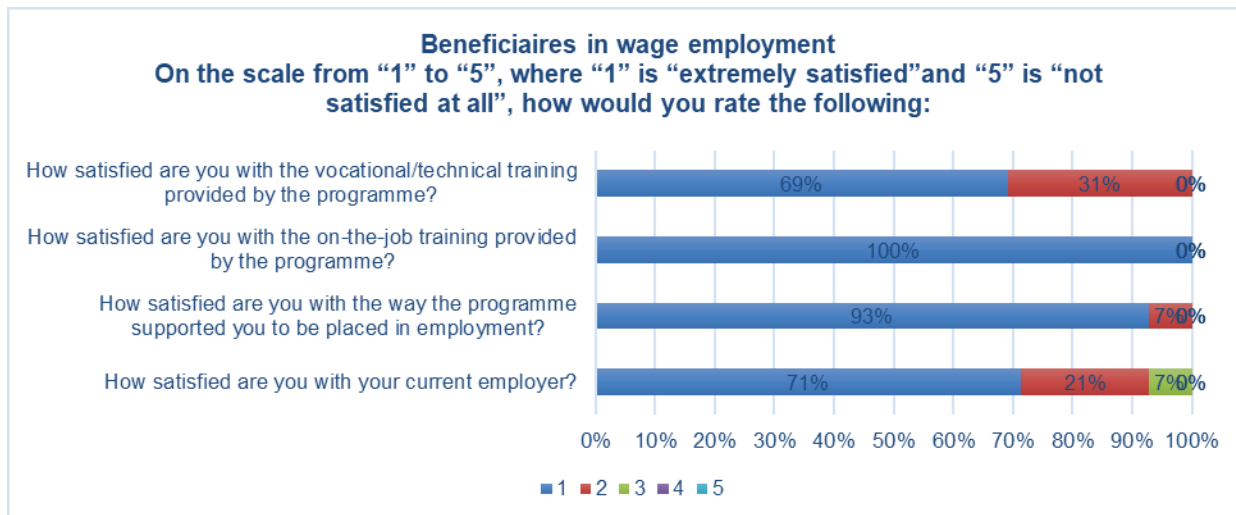


## Annex 5: Summary of satisfaction level per intervention measure

100% of the respondents stated that they are extremely satisfied with the way the programme assessed their needs and with the psychosocial counselling they received.

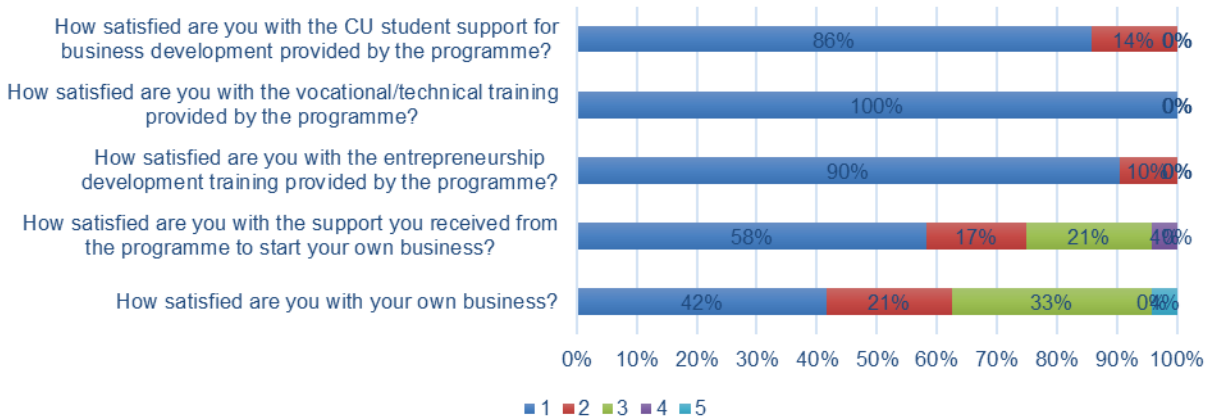


As shown in the diagram below, 69% of the respondents placed in wage employment state that they are extremely satisfied with the training provided by the programme, 100% are extremely satisfied with the OJT, 93% are extremely satisfied with the way they were placed in employment and 71% are extremely satisfied with their current employer.



As demonstrated in the diagram below, the responses from beneficiaries in self-employment are similarly positive with regard to the student support provided by CU, training provided by the programme and the EDT. However, only 58% are extremely satisfied with support they have received from the programme to start their own business. Furthermore only 42% are extremely satisfied with their own business. The main reason for lower levels of satisfaction with regard to the programme support to start own business is that beneficiaries considered the start-up capital support insufficient or in some cases inadequate. Concerning the satisfaction with the way their business is developing, the respondents who indicated lower scores pointed out that currently their income is low or irregular, and that they are not capable of expanding further.

**Beneficiaires in self-employment**  
**On the scale from “1” to “5”, where “1” is “extremely satisfied” and “5” is “not satisfied at all”, how would you rate the following:**





## Annex 6: Findings from the drop-out survey

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Though not a requirement of the TOR for the evaluation, the evaluation team proposed to carry out a survey with the drop-outs i.e. men and women who did not complete the full project cycle. This was to get a better insight about interventions that perhaps did not work well and also the contextual factors in play. WI supported the evaluation team with short-list of 43 drop outs of which only six could be interviewed since most were not available at the given cell phone number or did not receive the phone call. Based on this small number the key findings are given below:

- The drop-outs were of 3 types:
  - o A) Enrolled, received counselling but did not get the R2G certificate and therefore did not receive skills training;
  - o B) Did not graduate from the skills development programme and not in employment as a result of the project; and
  - o C) Graduated from skills training but did not continue 6 months employment.
- The one Type A drop out interviewed (female) who did not receive the R2G could not understand why she was not supported to continue in the programme, so the process of the counselling and the purpose not fully understood by her and thus with high expectations she felt she had been cheated. It is likely she was not given R2G certificate given her mental health had not improved and further was also outside the age bracket ie 35 years old. This in accordance to the programme guidelines
- The one Type B drop out interviewed was a male survivor who chose not to continue since the training he wanted was in advance driving which the assigned TSP could not give. He therefore discontinued
- Four Type C were interviewed and the reasons reported for either discontinuing or not being able to complete minimum of 6 months include:
  - o inadequate income to support family based on the job placement in PRAN factory
  - o did not receive any start up, nor any access to loans or further business mentoring and so no improvement to the survivor's income
  - o no support to get driver's license after training completed and therefore while a skilled driver, works as a construction worker

Discontinuation of Ashshash-supported small business because the health issues, which was as a result of physical trauma dealt out to her as a migrant worker abroad. Ashshash was unable to support the costly health investigation.

## Annex 7: Summary of Insights from Focus Groups with beneficiaries and Interviews with mentees

### Achieved numbers and distribution of beneficiaries

Focus Groups – 6 FGs in total (2 per district) in Khulna, Jashore and Chattogram. FGs divided into self-employed and wage employed.

District	Self-employed		Wage-employed		TOTAL
	Female	Male	Female	Male	
<i>Khulna</i>	7	1	4	1	13
<i>Jashore</i>	4	2	4	2	12
<i>Chattogram</i>	1	4	2	3	10
<b>TOTAL</b>	<b>12</b>	<b>7</b>	<b>10</b>	<b>6</b>	<b>35</b>

Interviews – interviews with mentees in 3 districts (Khulna, Jashore and Chattogram).

District	Mentees		TOTAL
	Female	Male	
<i>Khulna</i>	0	1	1
<i>Jashore</i>	2	0	2
<i>Chattogram</i>	2	0	2
<b>TOTAL</b>	<b>4</b>	<b>1</b>	<b>5</b>

**40 survivors (Ashshash beneficiaries) consulted in total.**

## Annex 8: Cost Benefit Analysis

### Assumptions

Items	Value in CHF	Reference
Income generated by beneficiaries in 2020 from wage employment	-	
Income generated by beneficiaries in 2020 from self-employment	3,981	As per raw data provided by WI
Income generated by beneficiaries in 2021 from wage employment	84,366	As per raw data provided by WI
Income generated by beneficiaries in 2021 from self-employment	183,569	As per raw data provided by WI
Income generated by beneficiaries in 2022 from wage employment	490,602	As per raw data provided by WI
Income generated by beneficiaries in 2022 from self-employment	511,666	As per raw data provided by WI
Income generated by beneficiaries in 2023 from wage-employment	582,553	As per raw data provided by WI
Income generated by beneficiaries in 2023 from self-employment	596,451	As per raw data provided by WI
Estimated income to be generated from employment and business in 2023, based on number of beneficiaries already enrolled on the programme but not reached the job placement phase	1,501,704	As per raw data provided by WI
Average monthly operational costs for 2022	150,795	1,206,360 actual spent from 01.01.2022 to 31.08.2022 / 8
Operational costs for the period 01/01/2023 to 31/03/2023	452,385	Based on the monthly average operational costs for 2022
Discount rate	10%	
FX CHF 1= BDT	108	

### Benefits

Details	2019	2020	2021	2022	2023	2023 (potential)	Total	Remark
Net benefits from employment	-	-	84,366	490,602	582,553		1,157,521	Total income from ALL placed in employment before 01/08/2022, assuming that ALL are still in employment, gaining the monthly amount reported to project and that ALL will remain in employment by 31/12/2023 and gaining the monthly amount reported to project
Net benefits from own business	-	3,981	183,569	511,666	596,451		1,295,667	Total income from ALL started own business before 01/08/2022, assuming that ALL are still generating income from this business, gaining the monthly amount

								reported to project and that ALL will continue generating income from this business by 31/12/2023 and gaining the monthly amount reported to project
Potential net benefits	-	-	-	-	-	1,501,704	1,501,704	Potential net benefits from employment and business based on number of beneficiaries already enrolled on the programme but not reached the job placement phase
<b>Total benefits</b>	-	3,981	267,934	1,002,267	1,179,004	1,501,704	3,954,891	The total benefits do not take into account those beneficiaries who have been or will be enrolled on the programme but still not placed in employment

## Costs

Details	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Potential	Total
Project operational costs	-	695,293	885,986	1,283,726	1,809,540	452,385	-	5,126,930
Beneficiaries own investment	-	-	-					-
<b>Total cost</b>	-	695,293	885,986	1,283,726	1,809,540	452,385	-	5,126,930

## Net Present Value (NPV)

Details		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Potential	Total
Benefits			-	3,981	267,934	1,002,267	1,179,004	1,501,704	3,954,891
Additional benefits	(any other not considered already)		-	-	-	-	-		-
Investments		-ve value							-
Operational Costs	Project	-ve value	695,293	885,986	1,283,726	1,809,540	452,385	-	5,126,930
	Other costs	-ve value							-
Residual value	(not considered already)								-

	sum (all above)	- 695,2 93	- 882,00 5	- 1,015, 792	- 807,2 73	726,6 19	1,501, 704	- 1,172,03 9
<b>Net cash flow</b>								
<b>Net Present Value (NPV)</b>	- <b>1,376, 726</b>							
<b>Internal Rate of Return (IRR)</b>	-13%							

## BENEFIT-COST RATIO (BCR)

Details	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Potential	Total
Project Investment		695,293	885,986	1,283,726	1,809,540	452,385	-	5,126,930
Discount factors		0.9091	0.8264	0.7513	0.6830	0.6209	0.6209	
Present value of costs	-	632,091	732,179	964,463	1,235,916	280,886	-	<b>3,845,535</b>
<b>NPV costs</b>	<b>3,845,535</b>							
Details	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Potential	Total
Total Benefits		-	3,981	267,934	1,002,267	1,179,004	1,501,704	3,954,891
Discount factors		0.9091	0.8264	0.7513	0.6830	0.6209	0.6209	
Present Value of benefits		-	3,290	201,299	684,549	732,044	932,408	<b>2,553,589</b>
<b>NPV benefits</b>	<b>2,553,589</b>	-	-	-				
<b>Benefit-Cost ratio</b>	<b>0.66</b>							

## Annex 9: CONCEPT FOR PHASE 2 INTERVENTION CYCLE

Below, the evaluation team presents how the LogFrame could look like if recommendations are agreed and actioned upon. The example focuses on impact and outcomes but provides clearly defined and suitably amended formulations, indicators, approach to set targets, as well as the means of verification.

**IMPACT HYPOTHESIS:** *If men and women who have escaped trafficking are provided with adequate need-based support to enhance their mental, health, social and economic well-being, then they are rehabilitated and empowered to a life of dignity.*

	Indicator	Target	Means of Verification
<b>IMPACT</b>			
Men and women who have escaped trafficking are rehabilitated and empowered by institutions to a life of dignity	Number of men and women who have escaped trafficking receive need-based support <ul style="list-style-type: none"> <li>Share of women</li> <li>Share of poor and disadvantaged</li> </ul>	X <ul style="list-style-type: none"> <li>65% of X</li> <li>90% of X</li> </ul>	Project records Tracer studies
	Number of men and women report enhanced well-being	70% of X	Entry and Exit well-being reports Tracer studies
<b>OUTCOMES</b>			
<b>Outcome I:</b> Men and women who have escaped trafficking are rehabilitated and empowered to a life of dignity by using need-based support services	Number of men and women who have escaped trafficking receive need-based support to be rehabilitated	X	Project records Support service provision reports Tracer studies
	Number of men and women who have escaped trafficking receive need-based support to be economically empowered	80% of X	Project records Support service provision reports Tracer studies
	Number of men and women who have escaped trafficking are generating income by being wage employed and/or having their own business for at least 4 consecutive months within 6 months of accomplishment of the intervention cycle	70% of X	Project records Support service provision reports Tracer studies
<b>Outcome II:</b> Institutions are engaged and capacitated to support men and women who have escaped trafficking to be rehabilitated and empowered	Number of institutions engaged and capacitated to support men and women who have escaped trafficking to be rehabilitated and empowered	Y	Project records Agreements for cooperation, capacity building, technical support
	Number of institutions engaged and capacitated to support men and women who have escaped trafficking to be rehabilitated and empowered report involvement in the provision of support and/or with enhanced capacity	90% of Y	Capacity evaluation reports Monitoring reports Bangladesh Report on Combatting Human Trafficking U.S. Department of State TIP report

X – number of people; Y – number of institutions



### Concept of intervention cycle at BENEFICIARY level (Outcome I)

\*The achievement of Outcome 1 could be shared between a PROJECT IMPLEMENTING ORGANISATION (contract with SDC), DISTRICT PROJECT PARTNERS (contract with IMPLEMENTING ORGANISATION) and SUBCONTRACTED SERVICE PROVIDERS (contract with DISTRICT PROJECT PARTNERS). Each district could have 1 dedicated DISTRICT PROJECT PARTNER and as many SUBCONTRACTED SERVICE PROVIDERS as needed. The role of the IMPLEMENTING ORGANISATION would be to oversee, guide, monitor and control the overall implementation of the activities under Outcome 1. This would allow the PROJECT IMPLEMENTING ORGANISATION to focus on the operational delivery of Outcome 2, which works towards the achievement of policy and institution level objectives through private sector engagement, capacity building, awareness raising, advocacy, technical support to government institutions, etc. By the programme moving towards such decentralisation of the service provision component, Phase II will also start building sustainability through gradually transferring the responsibility and ownership to the local organisations and service providers.

\*\*The suggested intervention cycle is centred around the following key principles:

- To be rehabilitated and economically empowered survivors may receive various types of support, each working towards a specific need.
- The support to be provided will be tailored to individual needs that are comprehensively captured, analysed and agreed within a **rehabilitation support plan** (defining the most suitable psychosocial and health support for each survivor) and an **economic empowerment plan** (defining the most suitable support for economic empowerment for the survivor, which may focus on applying various mechanisms, such as coaching for own business, seed money for business, skills training, placement into employment, etc.). By selecting and combining the most suitable support mechanisms, survivors will be economically empowered in a tailored manner in line with specific needs.
- Rehabilitation and Economic Empowerment should be captured via all survivors completing entry and exit well-being questionnaires (to cover health, social, economic and mental status).

	Type of Intervention	Activity	Role	Responsibility
PREPARATION	AWARENESS RAISING	Awareness raising to prepare the groundwork for the effectiveness of the enrolment and support service provision	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER
	IDENTIFICATION	Groundwork – community engagement and identification	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER
		Performing eligibility check – verifying TiP status and vulnerability in general	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER
	ENROLMENT	Registration of the survivor on the programme	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER

	Type of Intervention	Activity	Role	Responsibility
	Development of rehabilitation support plan	<ul style="list-style-type: none"><li>Collecting details on vulnerability status (health, psychosocial, economic, family and social circumstances) + education level + aspirations in general</li><li>Completion of entry WELL-BEING QUESTIONNAIRE (Mental, Physical, Social, Economic)</li><li>Analysis of the needs and development of the rehabilitation plan to cover:<ul style="list-style-type: none"><li>Health support: No / Yes (type and scope of support through referral)</li><li>Psychosocial counselling: option 1 - counselling by the programme; option 2 – referral to specialist trauma counselling</li></ul></li></ul>	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER OR DISTRICT PROJECT PARTNER AND SUBCONTRACTED SERVICE PROVIDER (SPP)
SUPPORT	REHABILITATION SUPPORT			
	Health support	Provision of funding from the programme to cover specific needs for health support or emergency provision	Monitoring, Control & Reporting	DISTRICT PROJECT PARTNER
			Operational delivery	SUBCONTRACTED SERVICE PROVIDER (Health)
	Psychosocial counselling support	Individual and group sessions with family and community	Monitoring, Control & Reporting	DISTRICT PROJECT PARTNER
			Operational delivery	DISTRICT PROJECT PARTNER OR SUBCONTRACTED SERVICE PROVIDER (SPP)
	Development of economic empowerment plan	<ul style="list-style-type: none"><li>Collecting details on existing skills levels, experience from previous economic activities, specific needs for economic empowerment (lack of or insufficient start-up or business development capital, need for basic or advance entrepreneurship competences, need for basic or advanced vocational skills, need for formal qualification, etc.), aspirations for economic empowerment (locality, type of economic activity, form of income generation, etc.)</li><li>Analysis of the needs and development of the economic empowerment plan to entail the provision of a combination (as per individual needs) of the following support measures:<ul style="list-style-type: none"><li>Life skills training</li><li>Coaching for starting or developing own business</li><li>Seed money from the project</li><li>Vocational skills development</li><li>Job placement</li><li>Market linkage</li></ul></li></ul>	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
			Operational delivery	DISTRICT PROJECT PARTNER AND SUBCONTRACTED SERVICE PROVIDER (TSP)

	Type of Intervention	Activity	Role	Responsibility
	<b>ECONOMIC EMPOWERMENT SUPPORT</b>			
	<b>Life skills training</b>	Delivering group sessions dedicated to communication, problem-solving, teamwork, social issues, labour rights, decision making, leadership development and networking	Guidance, Monitoring & Control	DISTRICT PROJECT PARTNER
			Operational delivery	DISTRICT PROJECT PARTNER OR SUBCONTRACTED SERVICE PROVIDER
	<b>Coaching for starting or developing own business</b>	Delivering basic or advanced entrepreneurship training and/or financial literacy	Guidance, Monitoring & Control	DISTRICT PROJECT PARTNER
			Operational delivery	DISTRICT PROJECT PARTNER OR SUBCONTRACTED SERVICE PROVIDER ( <i>EDT expert</i> )
	<b>Seed money from the project</b>	Providing capital to start or develop existing business	Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION AND DISTRICT PROJECT PARTNER
			Operational delivery	SUBCONTRACTED SERVICE PROVIDER ( <i>Financial Institution</i> )
	<b>Vocational skills development</b>	Delivering classroom and/or OJT or mentor-mentee	Monitoring & Control	DISTRICT PROJECT PARTNER
			Operational delivery	SUBCONTRACTED SERVICE PROVIDER ( <i>TSP</i> )
	<b>Job placement</b>	Placing survivors into wage employment	Monitoring & Control	DISTRICT PROJECT PARTNER
			Operational delivery	SUBCONTRACTED SERVICE PROVIDER ( <i>TSP</i> ) OR PRIVATE COMPANY <i>MoU for employment</i>
	<b>Market linkage</b>	Supporting survivors own business through engagement with private sector	Monitoring & Control	DISTRICT PROJECT PARTNER
			Operational delivery	PRIVATE COMPANY <i>MoU for business support</i>
<b>FOLLOW UP</b>	<b>Establishing the level of rehabilitation and economic empowerment</b>	Completion of exit WELL-BEING QUESTIONNAIRE (Mental, Physical, Social, Economic) <b>To be verified 6 months after ACCOMPLISHMENT* OF THE INTERVENTION CYCLE</b>	Training, Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION
		Verification of survivor economic activity status (generating income by being wage employed and/or having their own business for at least 4	Operational delivery	DISTRICT PROJECT PARTNER
			Training, Guidance, Monitoring & Control	PROJECT IMPLEMENTING ORGANISATION

	Type of Intervention	Activity	Role	Responsibility
		consecutive months within 6 months of accomplishment of the intervention cycle) <b>To be verified 6 months after ACCOMPLISHMENT* OF THE INTERVENTION CYCLE</b>	Operational delivery	DISTRICT PROJECT PARTNER

**\*ACCOMPLISHMENT OF THE INTERVENTION CYCLE** – Accomplishment is considered when a survivor has successfully received the specific support measures as per the individual rehabilitation development plan and economic empowerment plan. Depending on the type of support measure, the completion is registered when a specific triggering event occurs, e.g., R2G Certificate, proof of health service received, VET certificate, completion of mentor-mentee training, seed money transferred, start date of wage employment, etc.