

Evaluation Report  
Of  
Partners for Anti Trafficking Network



Submitted By

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## ACKNOWLEDGEMENT

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Monijinir Byapari and Team

## LIST OF ABBREVIATIONS

| <i>Abbreviations</i> | <i>Expansion Forms</i>                                        |
|----------------------|---------------------------------------------------------------|
| AHTU                 | Anti Human Trafficking Unit                                   |
| BDO                  | Block Development Officer                                     |
| BUP                  | Barasat Unnayan Parishad                                      |
| BM                   | Bandhan Mukti                                                 |
| CIT                  | Case Intake Tool                                              |
| CJS                  | Criminal justice system                                       |
| CLHS                 | Charuigachi Light House Society                               |
| CWC                  | Child Welfare Committee                                       |
| DB                   | Duty bearers                                                  |
| DCPU                 | District Child Protection Unit                                |
| DLSA                 | District Legal Services Authority                             |
| DM                   | District Magistrate                                           |
| DRR                  | Disaster Risk Reduction                                       |
| EOI                  | Expression of Interest                                        |
| ER                   | Emergency relief                                              |
| GGBK                 | Goranbose Gram Bikash Kendra                                  |
| GR                   | General relief                                                |
| GSS                  | Goukulpur Seva Sadan                                          |
| IO                   | Investigating Officer                                         |
| ITPA                 | Immoral Traffic (Prevention) Act                              |
| IWG                  | Interim working group                                         |
| KAMO                 | KAMONOHASHI                                                   |
| KEYA                 | Katakhali Empowerment and Youth Movement                      |
| MATE                 | Malipota Association for Transformation of Environment (MATE) |
| MIS                  | Management Information System                                 |
| M&E                  | Monitoring and evaluation                                     |
| MP                   | Member of Parliament                                          |
| NSS                  | North 24 Parganas Sammyo Sramogibi Samity (NSS)               |
| OD                   | Organisational development                                    |
| PAT                  | Partners for anti trafficking network                         |
| PD                   | Project Director                                              |
| PIL                  | Public interest litigation                                    |
| PLV                  | Para Legal Volunteers                                         |
| POCSO                | Protection of Children from Sexual Offences Act               |
| RF                   | Rescue Foundation                                             |
| RH                   | Right holders                                                 |
| SBMS                 | Seth Bagan Mahila Samity                                      |
| SDLSA                | Sub divisional Legal Services Authority                       |
| SLSA                 | State Legal Services Authority                                |
| SHG                  | Self Help Group                                               |
| TISM                 | Teghoria Institute for Social Movement                        |
| T.O.P                | Trafficking of Persons Bill                                   |
| UT                   | Utthan                                                        |
| VC                   | Victim Compensation                                           |
| VLCPC                | Village Child Protection Committees                           |
| WCD                  | Women and Child Development Department                        |

## TABLE OF CONTENTS

| Chapter   | Contents                                                                      | Pages |
|-----------|-------------------------------------------------------------------------------|-------|
| Chapter 1 | INTRODUCTION                                                                  | 5     |
| Chapter 2 | EVALUATION DESIGN                                                             | 8     |
| Chapter 3 | FINDINGS AND OBSERVATIONS – 1:<br>IMPLEMENTING ORGANISATION AND<br>NETWORK    | 12    |
| Chapter 4 | FINDINGS AND OBSERVATIONS -2 PROJECT<br>ACHIEVEMENTS                          | 23    |
| Chapter 5 | FINDINGS AND OBSERVATIONS – 3: PROJECT<br>RESULTS AGAINST EVALUATION CRITERIA | 29    |
| Chapter 6 | MAJOR AREAS OF IMPROVEMENT                                                    | 45    |
| Chapter 7 | RECOMMENDATIONS                                                               | 49    |
| Chapter 8 | CONCLUSION                                                                    | 52    |
|           | Annexures                                                                     |       |

## CHAPTER 1: INTRODUCTION

### 1.1. Context

A total of 8,132 cases of human trafficking were reported in the country with West Bengal reporting the highest number of cases (3,579)<sup>1</sup>. This caters to 44 per cent share of the national total. A study held by International Justice Mission (IJM) and West Bengal Commission for Protection of Child Rights (WBCPCR) in 2015 in the districts of Kolkata, Howrah, North and South 24 Parganas and East Midnapore, collected data of sex-workers from 451 public and 131 from 40 private establishments. The percentage of minors among the sex workers in public establishments was 0.8 per cent while that in the private ones was 18 per cent. The minors kept in private establishments were in the age group of 15 to 17 years old and all of them were from West Bengal. Seventy-seven (77) per cent of them were promised good jobs before they were forced into sex work. Many were surprised to arrive in Kolkata and none of them had any idea that they were brought into this trade. The minors were subject to violence such as multiple rape, beatings and threats of murder. Survivors had witnessed murders of other sex workers as a warning against resistance.

The porous border between India and Bangladesh makes the situation much worse resulting in unsafe migration and trafficking.

Excerpts from reports like **Where have All the Flowers Gone** and **Sanyukt Snapshot** depicted that the conditions of the girls when they came back after rescued was even worse. They faced exclusion out of shame, stigma and poverty. They even faced expulsion from family. The survivors faced mental health problems like trauma and difficulty to access justice and rehabilitation making them very vulnerable after rescued too. Kamonohashi launched the Taftesh project to address this problem with an approach for systemic changes in the criminal justice and rehabilitation systems. The project expected to reduce the crime of human trafficking and increase access to justice by the survivors of human trafficking.

### 1.2. Taftesh

Kamonohashi (KAMO) is a non profit organization headquartered in Tokyo, Japan. Since its founding in 2002, the mission of KAMO has been to create a world without human trafficking. Taftesh is one of the programmes of Kamo and was being funded by Oak Foundation. Taftesh was implemented in collaboration with the Rescue Foundation (left the consortium on 2018), Goranbose Gram Bikash Kendra (GGBK), Sanjog, and Utthan

Taftesh started in 2013 as an Action Research project by Sanjog, Kamo (Kamonohashi Project) and GGBK (Goran Bose Gram Bikash Kendra) to study effectiveness and responsiveness of law and criminal justice system in addressing the question of impunity of traffickers at source areas. Based on the findings of the research<sup>2</sup>, the project under evaluation was designed in

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<sup>1</sup> National Crime Records Bureau (NCRB) for 2016

<sup>2</sup> The report of the study titled “*Sanjog – Kamonohashi Research*” made five important observations on the situation of criminal justice administration of sexual trafficking in India and identified five parallel strategies for action. The project followed these strategies into action

2014 to be implemented by a consortium of both implementing and donor NGOs and lawyers to strengthen inter-state coordination on case management advocate for the enactment of a comprehensive human trafficking law and **enhance access to justice by survivors.**

### 1.3. Project under Evaluation

Barasat Unnayan Prostuti ( BUP) is the legal project holder for KAMONSOHASI JAPAN and has been working in a Network mode on Anti Trafficking with eight organizations called Partners for Anti Trafficking (PAT). BUP has been working as the Secretariat organization for this network since 2005 when the network was formed. This Anti Trafficking project was operating in the 18 blocks in the district of North 24 Parganas.

### 1.4. Goal and Objectives

The overall objective of Taftesh project is to strengthen the national law and policy on human trafficking by highlighting the gaps in the current criminal justice and welfare system and strengthening survivor and community participation in claiming rights and entitlements to protection and repatriation, recovery and rehabilitation.

### 1.5. Major Strategies

The important strategies adopted by the project are listed below.

1. PAT social workers participate in the strategic litigation processes and to build capacities
2. Procedural correction of selected cases
3. Networking and coordination for joint case management
4. Participation of survivors in running their cases and influence change in the policy
5. Help social workers at the source organisation to build their attitude and perspective for better role alignment and quality of service delivery
6. Capacity building on issues of Anti-Trafficking bill and laws of human trafficking

### 1.6. Expected Outputs

- Case management and procedural rectification
- Create and activate a community based emergency-response and a pressure group
- To protect and assist victims of trafficking and their families and challenge corruption, lack of institutional response from duty bearers.
- To Strengthen survivors' voice through collectivization and social campaigns
- To build a database of traffickers, with names, particulars and if possible, photograph
- Strengthening team Taftesh
- Knowledge building of staff on laws
- To build survivors' collective groups

## CHAPTER 2 : EVALUATION DESIGN

### 2.1 Evaluation Purpose

The overall purpose of this evaluation was to assess the progress made by the actions of the PAT its impact in Taftteesh programme. The specific objectives of the evaluation are:

- 1) Evaluation of the PAT proposal from the period, 2016-2018. (3 years)
  - a. Determine the extent to which the strategic objectives have been met as stated above
  - b. Assess the relevance of the proposal to the priority focus groups and in the context of changes (national and international)
- 2) Evaluate the activities carried out in the state of West Bengal, 16 blocks of North 24 Pgs against the criteria of effectiveness, efficiency, impact, reflexivity, alignment, innovation and sustainability
- 3) Assessment of the organization structure, internal governance, human resources, external relations and partnerships and PMER (Planning, Monitoring, Evaluation, Reporting and Learning) in context of proposal
- 4) Identify best practices that can be taken over for replication and implementation

### 2.2 Key Evaluation Questions

The following are the key evaluation questions

- The strength and coherence of the project proposal document
- The relevance of the project proposal to the problem of the project
- Changes took place in the environment – nationally and in the project area
- Criminal justice administration with special reference to child trafficking
- Rehabilitation of the trafficked
- Community responses and neighborhood involvement
- Planned and achieved outputs
- Achievement against evaluation criteria, viz. effectiveness, efficiency, impact, reflexivity, alignment, innovation and sustainability
- PAT network
  - Structure of the PAT network
  - Systems of governance and management
  - HR
  - External relationship of the network
- The system and operations of PMERL
- The organizational and operational arrangement of PAT
- The skills and capacities, envisaged as well as engaged for the project implementation

- Benefits gained by survivors
- Community responses to survivors
- Operations of the network of survivors
- The skills and competence employed in the project

## 2.3 Information Required for the Evaluation

The evaluation needed information from both primary and secondary sources.

- *Secondary Sources*
  - Reports on child trafficking in India
  - Project proposal document with LFA
  - Report of relevant research studies on trafficking and criminal justice administration
  - Bye-laws and statutory returns of PAT
  - Report of court cases, case diaries, FIR, court verdicts etc.
  - Project progress reports and other reports – training, advocacy, minutes of collectives
  - MIS
  - HR files with JDs, organogram, policies, recruitment process, staff reports, staff appraisals and assessment
  - Contracts with KAMO and lawyers
  - Files of the cases managed by the PAT with details such as source of information, rescue process, roles played by different actors in rehabilitation, duration and challenges experienced in the entire process
  - Evaluation reports, if any
- *Primary Sources*
  - Survivors, their relatives, immediate neighbors
  - Police officers
  - Functionaries in criminal justice administration
  - Functionaries of PAT, its partners, Sanjog and Kamo
  - Project staff
  - Officers in the relevant line departments
  - Members of the collectives of survivors
  - Traffickers
  - Functionaries of the LSG
  - DLSA functionaries

## 2.4 Approach

The evaluation adopted participatory approach. Considering this, the evaluation team brought expertise in a range of relevant evaluation approaches and developed a specific evaluation design relevant to this consultancy. The detailed evaluation plan was developed based on



discussion with and input from PAT and relevant stakeholders in a transparent and participatory manner. The evaluation team paid particular attention to the guidance for ethical practice, addressing issues associated with consent, confidentiality, respect, humility and cross-cultural understanding.

## 2.5 Methods and Tools of Data Collection

**Analysis and synthesis of existing reports:** Program reports were reviewed against priority evaluation questions to draw out the most relevant information and identify critical elements. This process guided the development of questionnaires for subsequent evaluation elements, including FGDs and semi-structured interviews.

**Scanning of other documents:** The evaluation scanned and examined in details all the documents cited earlier with the help of a check list developed in agreement with the evaluation questions.

**Semi-structured interviews:** Right holders, their family members, women's groups, program staff and others identified from community (e.g., community leaders, local council members) were interviewed with pre-designed interview schedule. The interview schedule was developed in cooperation with PAT and local partners, to maximise feasibility. Questions were based on TOR and information gleaned from reports.

**Focus Group Discussions (FGDs):** FGDs were held for program staff, community members and small groups of women and their families. The FGDs were supported with discussion guide containing points related to the effects of their participation in the program and the nature and level of changes that have occurred in their lives.

## 2.6 Sample for Data Collection

The evaluator chose five per cent as the sample size. The respondents for the interviews from among the rights holders were selected following simple random method. The final sample of each category of respondents is given below

| Sl. No. | Respondent Group                | Sample size |
|---------|---------------------------------|-------------|
| 1       | BUP/PAT social worker           | 15          |
| 2       | Survivor                        | 27          |
| 3       | Parents                         | 12          |
| 4       | Utthan ( Survivors Collective ) | 9           |
| 5       | Bijoyoni                        | 0           |
| 6       | SHG representatives             | 8           |
| 7       | KAMO                            | 2           |
| 8       | Sanjog                          | 1           |
| 9       | Lawyer -Tafteesh                | 4           |
| 10      | Lawyer – Pune                   | 1           |
| 11      | Lawyer – District               | 1           |
| 12      | Public Prosecutor               | 1           |

|    |                                            |   |
|----|--------------------------------------------|---|
| 13 | DSWO                                       | 1 |
| 14 | Police                                     | 1 |
| 15 | DCPO                                       | 1 |
| 16 | PAT management                             | 7 |
| 17 | Additional District Magistrate (Treasury ) | 1 |

## 2.7 Evaluation Schedule

| Sl. No. | Activities                         | Duration                                  | Number of Days |
|---------|------------------------------------|-------------------------------------------|----------------|
| 1       | Introductory meeting with KAMO     | 26 <sup>th</sup> June                     | 1              |
| 2       | Briefing workshop                  | 5 <sup>th</sup> to 6 <sup>th</sup> July   | 2              |
| 3       | Data collection                    | 9 <sup>th</sup> to 20 <sup>th</sup> July  | 12             |
| 4       | Data Analysis                      | 21 <sup>st</sup> to 31 <sup>st</sup> July | 11             |
| 5       | Report writing                     | 1 <sup>st</sup> to 9 <sup>th</sup> August | 9              |
| 6       | Debriefing                         | 16 <sup>th</sup> Aug                      | 1              |
| 7       | Raising draft report               | 19 <sup>th</sup> of Aug                   | 2              |
| 8       | Revising draft report to final one | 29 Aug                                    | 2              |
| 9       | Submitting the final report        | 31 <sup>st</sup> Aug                      | 1              |

## 2.8 Data Analysis

Throughout the data collection process the aim was to check with respondents about the interpretation and meaning assigned to information. This was particularly important during FGDs to ensure that the views were fairly and accurately represented. Once data collection was completed and collated, quantitative information was analysed using gender analysis tools and other quantitative measures. Simple quantitative measures used were index numbers, percentages and ratio analysis.

Qualitative information was assessed for key themes and ideas against the evaluation purposes and questions. Those themes were reviewed across all sources of data and general views and conclusions were developed based on that data.

Triangulation of all major findings and themes were ensured with at least two sources of information to verify their relevance and consistency. Existing quantitative data and analysis from program reports were attempted. In addition to validation of data and quotes from evaluation, review of related literature is used to establish the contextual framework for discussions, and confirm the findings and recommendations.

## 2.9 Reporting Plan

The report followed in general the outline given in the RfP by the project. The Consultant made a few changes in the outline not making much deviations. The team leader was responsible for compiling the reports based on input from the other team members and program

stakeholders. After that a debriefing was done with BUP/PAT for sharing of the major findings. The team leader raised the draft BUP/PAT and other partners of Kamonohashi project. Post feedback, the final report was submitted to BUP/PAT and international partners ( KAMO and OAK)

#### **2.10. Limitations of Study**

The study is very specific and contextual. Hence, the scope for generalization is limited, but valid to the population studied.

## CHAPTER 3 FINDINGS AND OBSERVATIONS – 1: IMPLEMENTING ORGANISATION AND NETWORK

The Partners for Anti-Trafficking (PAT) is the implementing organisation. This network was floated in 2005 to address human trafficking.

### 3.1 Network Partners

The PAT has eight member organisations. Barasat Unnayan Prostuti (BUP), Teghoria Institute for Social Movement (TISM), Katakali Empowerment and Youth Movement (KEYA), Seth Bagan Mahila Sangha (SBMS), Charuigachi Light House Society (CLHS), North 24 Parganas Sammyo Sramogibi Samity (NSS), Malipota Association for Transformation of Environment (MATE) and Gokulpur Seva Sadan (GSS) are these member organisations. The BUP among these is the legal holder of the project. These organisations operate in 18 Community Development Blocks and three Municipal Councils. The details of these partners are given in [annexure -1](#).

All partner organisations have the minimum requirement to function as a charity, viz. registration under the Societies' Registration Act, 1860. But only two of them have registration with the Ministry of Home Affairs under the FCRA to receive foreign funds. Only four of them have received exemption under the section 12A of the Income Tax. This is a concern because they are likely to pay taxes under the Indian Income Tax Act even for the donations they receive. The member organisations that have secured exemption under the section 80G are only two- and this will limit the scope of fund raising. It is advisable to build the organisational capabilities of all the partner organisations. It is, therefore, recommended to support these organisations to enhance the legal status to make them eligible for any funding support.

### 3.2 Vision

To develop an integrated prevention, protection and rehabilitation mechanism within government. administrative structure and community that will uphold rights of the survivors of human trafficking and sexual exploitation.

### 3.3 Objectives

- Rehabilitation and reintegration of rescued survivors.
- Provide counselling and crisis intervention to trafficked survivors.
- Reduce and prevent human trafficking
- Identify and protect trafficked survivors of West Bengal & cross border trafficking.
- Conviction of traffickers.
- Reduce the vulnerability of re-trafficked.
- Pro-activeness of coordination and communication for rescue and prosecution.

The table shows the blocks covered by the PAT consortium:

### 3.4 Governance

The PAT has its own governing structure and BUP plays the role of the Secretariat. BUP functions as the legal holder of the project under evaluation because PAT is not registered under the FCRA to receive foreign funds. The network has a Governing Board. The list of the members of the Governing Board is given below.

| Sl. No. | Name            | Sex    | Designation |
|---------|-----------------|--------|-------------|
| 1       | Ranjit Kr Datta | Male   | Chairman    |
| 2       | Faruk Molla     | Male   | Secretary   |
| 3.      | Mohidul Islam   | Male   | Treasurer   |
| 4.      | Monica Sarkar   | Female | Member      |
| 5.      | Polash Das      | Male   | Member      |
| 6.      | Sakila Khatun   | Female | Member      |
| 7.      | Dipa Sen        | Female | Member      |
| 8.      | Sibapada Paul   | Male   | Member      |

PAT has an Executive Committee too and the two members of Executive Committee are the members of the Taftesh Management Committee. PAT network has its own logo and its letter head. Social Workers were given identity card under the signatures of the Secretary and Chairman of PAT and chairman signature. But the appointment letter of Social Workers carries signatures of the Secretary of BUP and not the secretary of PAT .

### 3.5 Roles of the Net Work

Primarily, the roles PAT played in the project under evaluation were as follows:

1. Case management both source and destination areas,, from the time going missing to assimilation, the source is 24 Pgs North
2. Support victims, survivors and their family members throughout the process with various service such as coordination with destination NGOs and duty bearers for rescue and repatriation, linkage building for survivors to access to rehabilitation schemes of government, peer-group activities, among many,
3. Ground-level advocacy to improve procedures in criminal justice system,
4. Empower the survivors to share their voices with society through survivor-driven activities.



### 3.6 Projects being implemented under the network

The network has been created with a comprehensive understanding of the problem of trafficking. Various dimensions of the problem are addressed by the network by undertaking different projects under the leadership of different partner-organisations. See the diagram below.

The question of access to criminal justice system and part of rehabilitation were taken care of by the Taftesh project. Livelihood, MIS management and empowerment were taken care of Shakti Campaign. The leadership and advocacy was achieved through Survivors leadership programme (SLP). Advocacy on AHT Bill and capacity building of the survivor were addressed by IWG funded by Freedom Fund. The list below provides the information on the four projects being implemented by PAT to address the problem of trafficking. But it was found that BUP worked separately on the question of trafficking with the support provided by **Paul Hamlyn Foundation** which also works on Trafficking and similar activities. A few staff members from BUP especially Programme Manager, Documentation officer and Accountant had allocated their time for this project too.

| Sl. No. | Partners     | Project                        | Project Holder | Focus area                                 |
|---------|--------------|--------------------------------|----------------|--------------------------------------------|
| 1       | KAMO         | Taftesh                        | BUP            | Trafficking, Criminal Justice for survivor |
| 2       | KAMO         | Survivors Leadership Programme | BUP            | Leadership for Survivors                   |
| 3       | Freedom Fund | Indian Working Group           | BUP            | Advocacy on Anti Trafficking Bill          |
| 4       | Edel Give    | Shakti                         | Sanjog         | Economic empowerment                       |

The table also indicates, two out of the above four projects were being funded by KAMO (SLP and Taftesh) and BUP is the project holder for these two projects. One project was being funded by Freedom Fund. Shakti project was supported by Edel Give Foundation under the CSR programme of Edlewise which was being implemented in close collaboration with Sanjog. There is a synergy while KAMO addresses the criminal justice, rehabilitation and leadership of survivors, Edel Give addresses the economic empowerment. At the same time Freedom Fund with the Indian Working Group was helping in anti-trafficking bill and addressing the politics of the issue. This makes the programme very comprehensive and holistic in nature. It has also been found that the intersectionality<sup>3</sup> aspect of gender was address by this model.

<sup>3</sup>**Intersectionality**, also referred to as intersectional feminism, is a branch of feminism which identifies how different aspects of social and political discrimination overlap with gender. It is a quantitative and qualitative analytic framework that identifies how interlocking systems of power affect those who are most marginalized in society

### 3.7 Legal Holder

Barasat Unnayan Prostuti (BUP) is the legal holder of the project under evaluation. It worked with a vision of a society where people, irrespective of gender, caste, creed, ethnicity and religion can fully utilize their potential to establish a process of socio economic and cultural development. Its mission is to strive the process of awareness raising, skills, development and provide required resources to bring about a meaningful and sustainable change in human, environment, finance and cultural areas of life.

The BUP has a Governing Body of seven members. The list of the members of the Governing Body is given as **annexure -2**. The Governing Body meets once in three months. The General Body meets once in a year. Apart from the regular meetings, both these bodies meet whenever required. There existed no interface between **PAT Governing Board and BUP Governing Board and the only link was the chairman of PAT the secretary of BUP**

The vision<sup>4</sup> of PAT reads like a mission statement. The vision and mission<sup>5</sup> statements of BUP, the lead partner which functions as the legal holder of the project under evaluation do not speak about trafficking. Nor does these speak of gender and gender related problems. That it failed to change or improve its vision and mission even after leading Taftesh project is indicating the low level of internalising the values and philosophy of the project under evaluation by the organisation. This raises questions on the 'L' of PMERL. The network looks like an informal arrangement without any written documents (like a common interest statement signed by all members, constitution, memorandum of association, guiding principles etc.) on the partnership. Despite getting organising as a network for more than 14 years the PAT never tried to organise it as an autonomous as well as legal entity. Nor did the operations helped to encourage the members, other than two of them, to enhance their legal status profile. This also poses question on 'L' part of PMERL. When looking at the situation like this, it looks like that the network only focuses on implementing activities nor does it pay attention to the capacity strengthening of member organisations. Or it could be a hegemonic relation between BUP and other member organisation. This is not a healthy trend when the network addresses a very serious problem with stated commitment to human rights.

In the absence of minimum structural arrangements, decisions pertaining to PAT are being taken as per the norms of BUP (not as per the norms of PAT or KAMO) or as per the norms of the partner organisations with mainly discussions where consistently some founding members are missing. PAT has a Governing Board and Executive Committee (three male members from the beginning). Very critical discussions affecting the lives of survivors are taken by BUP in the name of network. The Governing Body of PAT performs their roles as per such decisions. The members of the Executive Committee have never been changed ever since its formation. The essential organisational processes like election, having its own perspective plan etc. are lacking

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<sup>4</sup>**Vision of PAT:** To develop an integrated prevention, protection and rehabilitation mechanism within govt. administrative structure and community that will uphold rights of the survivors of human trafficking and sexual exploitation.

<sup>5</sup>**BUP vision** to envision a society where people, irrespective of gender, caste, creed, ethnicity and religion can fully utilize their potential to establish a process of socio economic and cultural development and a **Mission** to strives the process of awareness raising, skills, development and provide required resources to bring about a meaningful and sustainable change in human, environment, finance and cultural areas of life.

in this network. The network had been formed in 2005 and there was enough time to make it a properly structured institution. More nurturing is required for PAT to make it effective. Kamo need to take note of this very critical aspect as this leaves to the question of the management efficiency the PAT

### 3.8 Human Resources

There are 15 staff members for the project under evaluation. The list of the staff members are given below.

| Sl. No. | Name Organisation | Name of staff       | Sex    | Designation           | Qualification | Joined | Involvement in Project(s)     | Salary Sharing                                    |
|---------|-------------------|---------------------|--------|-----------------------|---------------|--------|-------------------------------|---------------------------------------------------|
| 1       | BUP               | Ranjit Kumar Dutta  | Male   | Project Holder        | Post Graduate | 2005   | Tafteesh, SLP, Shakti and PHF | Tafteesh, SLP - 30% each and Shakti, PHF-20% each |
| 2       | BUP               | Sambhu Nanda        | Male   | Programme Manager     | Post Graduate | 2017   | Tafteesh, Shakti and PHF      | Tafteesh - 70% and Shakti, PHF-15% each           |
| 3       | BUP               | Mantu Sharma        | Male   | Finance Officer       | Graduate      | 2008   | Tafteesh, Shakti and PHF      | Tafteesh - 70% and Shakti, PHF-15% each           |
| 4       | BUP               | Biplob Mazumder     | Male   | Documentation Officer | Post Graduate | 2018   | Tafteesh, PHF                 | Tafteesh 70% and PHF 30%                          |
| 5       | BUP               | Rama Saha           | Female | MIS officer           | Post Graduate |        | Shakti                        | Shakti 100%                                       |
| 6       | BUP               | Soma Sarkar         | Female | Social Worker         | Post Graduate | 2014   | Tafteesh                      | Tafteesh 100%                                     |
| 7       | BUP               | Lob Barik           | Male   | Social Worker         | Post Graduate | 2006   | Tafteesh                      | Tafteesh 100%                                     |
| 8       | TISM              | Bikash Das          | Male   | Social Worker         | Graduate      | 2009   | Tafteesh                      | Tafteesh 100%                                     |
| 9       | TISM              | Abdur Razzak Gazi   | Male   | Social Worker         | Graduate      | 2008   | Tafteesh                      | Tafteesh 100%                                     |
| 10      | SBMS              | Rabindranath Biswas | Male   | Social Worker         | Graduate      | 2010   | Tafteesh                      | Tafteesh 100%                                     |
| 11      | KEYA              | Tania Sultana       | Female | Social Worker         | Secondary     | 2019   | Tafteesh                      | Tafteesh 100%                                     |
| 12      | CLHS              | Subhankar Sarkar    | Male   | Social Worker         | Post Graduate | 2017   | Tafteesh                      | Tafteesh 100%                                     |
| 13      | GSS               | Rafikul Gazi        | Male   | Social Worker         | Secondary     | 2006   | Tafteesh                      | Tafteesh 100%                                     |
| 14      | NSS               | Monika Sarkar       | Female | Social Worker         | Secondary     | 2005   | Tafteesh                      | Tafteesh 100%                                     |
| 15      | MATE              | Sibapada Paul       | Male   | Social Worker         | Secondary     | 2008   | Tafteesh                      | Tafteesh 100%                                     |

These staffers were drawn from all partner organisations. But nearly half of the staffers were drawn from BUP, the legal holder of the project. Apart from BUP and with the exception of TISM, the other partner-organisation had only one member each among staff of PAT. There was no fixed standard educational qualification for Social Workers who constituted one-third (10 out of 15) of the staff of PAT. The absence of standardisation of qualification and experience for Social Workers (Four have secondary level, another three have graduate level



and three have post-graduate level of education) can affect the quality of work because they are the frontline workers of PAT. All post-graduate hands were employed by BUP except CLHS who recently got a PG degree.

Usually recruitment has a process of like advertisement, application process, short listing, and comparative analysis of candidates, interview and finally decision for recruitment. In PAT, recruitment of the staff is done by the partner organisations and appointment is given by the project holder (BUP) under the signature of the Secretary of BUP. All appointments are contractual ones for the duration of 12 months each.

It was noted that a few staff were involved in other jobs: Abdur Razzak Gazi is a Facilitator under Dept of Minority Affairs (DOMA), Subankar Sarkar, a Social Worker in Child Line Maidul Islam of GSS was also recently a part of the Taftesh staff and now social worker in Shakti Project is also a full time para teacher. This is a very serious concern as they are drawing salary from two sources. As per BUP's HR policy it is not permissible. The MIS officer under BUP spends 100 per cent of the time for Shakti project. This will affect the utilisation the time of that person.

Out of the 15 staff there are 11 male staff and three female staff. Almost all the social workers except the ones in BUP and NSS had male staff. Gender balance needs to be enhances as this project addresses issues related to gender empowerment.

It seems that the recruitment process is quite non-formal without a rigorous and professional system. It is doubtful that the staff from each organisation is identified by the partner organisations for the staff allocated by PAT for them. There is a generalised Job description (JD) but JD based selection has been found to be missing. This system prevent from properly qualified persons being considered for the project. This project becomes, it seems, an add-on project to accommodate staff and share the cost on existing staff of the partner organisations. This ad-hoc HR management will definitely hamper project achievement.

It is also observed that for 4 out of 8 organisation (NSS , GSS ,MATE and KEYA) the Secretary of the organisation is also the social worker for the KAMO project ie either for Taftesh or for SLP this was also so for SBMS and GSS but got changed only few months back. Being the founder of the organisation and at the same time working as a social worker (NSS and MATE) who is much lower the hierarchy in many cases is creating issues of delegation, power and coordination. This type of issues was mainly sighted by the PM, documentation officer and even MIS officer who are as per the PAT organogram portioned higher in hierarchy. (Annexure 3-PAT Organogram ) .

### 3.9 Leadership in PAT

The leadership of PAT at various level, at the Secretariat the Leadership of Chairman is worth mentioning , it is his high level of inclusive value, ownership and his ability to accept others , give space for dissent which holds this network closely. This style and leadership is not cutting across the network, the leadership of other organisation especially the founding members of TISM, GSS , CLHS , KEYA and SBMS were not present either in the briefing meeting nor in the

debriefing meeting of the evaluation . While interacting with the women leadership (SBMS, NSS and KEYA) the expression of being a part of PAT executive is very high.

Amongst the social worker the sense of control on survivors is very high. This is very good at one level and shows a high degree of ownership. But when the survivors get empowered this control should be loosen and there should be a stage of interdependency between the social worker and survivors. It has been found that this was missing. It was found that, amongst the PAT secretariat, the leadership was very encouraging. The Programme Manager, the Documentation Officer and the MIS Officer were working smoothly in running the Secretariat. There was also an effort by the PAT Secretariat to organise all activities under PAT banner which was very positive. But the Secretariat should have very strong guidelines for running it especially for PME, HR and capacity building. Otherwise, there would be preferential treatment and bias.

### **3.10 Planning Monitoring, Evaluation, Reporting and Learning (PMERL)**

#### **3.10.1 Planning**

Even though Sanjog and Kamonohashi had come together to develop Taftteesh as an action research programme in 2014, BUP was associated as partner of Taftteesh only from 2016. Then PAT was included in Taftteesh. PAT has the annual project planning system and this is the third year of project planning.

The findings of the action research referred to above gave strategic direction to the Taftteesh project. Procedural correction, strategic litigation, advocacy and systems building, joint case management, survivors' empowerment and participation, survivors' rehabilitation, mobilizing and networking for programme visibility and capacity building of the Team Taftteesh are the project components. The implementing organisation PAT was supposed to follow the strategic direction with space for reviewing and assessing it.

There is no clear mention of the participation of other stakeholders like GGBK or PAT in developing the plan in the proposal of Taftteesh for 2016-2017. PAT usually has its six monthly and annual planning meeting. The planning process is usually initiated at the Taftteesh review meetings. Social Workers, selected survivors (from Utthan), Taftteesh Lawyer and the representatives from KAMO and Sanjog comprise the members of review meetings. The planning process is facilitated by Taftteesh Programme Director whose main work is to contextualise the plan by linking the macro context with the micro one. The planning process provides enough scope to accommodate learning. Therefore, the assessment of the plan is based on challenges faced, achievements, elements not worked, best practises and possible innovations are usually considered at planning stage. The plan thus developed is then approved by the Taftteesh Management Committee and after that the plan becomes ready for operation. There is only one plan and budget for Taftteesh. The network partners do not have their own operation plan or budget. Before and after the review meeting, PAT team conducts its own review as a team where the micro- plan and operational plan are usually developed.

The arrangement of planning does not provide space for PAT member-organisation and it does not respect spirit of participation even though participation is highlighted as an important

value of the network. The eight member organisations told, during the briefing and debriefing meetings, that they were not aware of the LFA or the proposal of Taftteesh. Even the office bearers of PAT was not clear of the content of the proposal and planning. During the reviews meetings the discussion was mostly on the operations (how they should implement), not on the concepts and ideas of why they were implementing. The entire show is hegemonic and singlehandedly managed at the Taftteesh Review and Planning meeting till 2018. This arrangement will definitely affect the achievement of project outputs and outcomes. It looks like a project managed by a single organisation with the label of partnership or network.

### 3.10..2 Monitoring

Monitoring is usually done through the MIS application know as Sanyukt App which was developed by Sanjog even before the Taftteesh project and the application was developed with the funding support of Anesvad. The social workers have been using the MIS to put in information on a daily basis. The app allows the social worker to record information about the right holder they are responsible for under five broad heads, viz. monthly visit, emergency support, home study report (HSR), case intake tool CIT) and review rating. The MIS once uploaded goes directly to the BUP and Sanjog office. There are two sub centers, one at TISM Basirhat and the other at CLHS Bongoan at intermediary level. The main work of the sub center is in data cleaning.

The MIS, as it existed at the time of evaluation, had both benefits and limitations. That it reduced cost for printing and photocopying. The outputs generated by MIS, especially the charts, made explanation easier and helped to see the progress over a period of time. This use of the MIS enthused duty-bearers too. The application permitted photos and documents as evidence. Verification of information was done by triangulating the MIS data and the travel accounts. The CIT and services received as well as achievements and failures were tracked.

The primary limitation of the application is that it was developed before the commencement of Taftteesh under another project for some other purpose. It has been found that adequate customization has not happened with this application to make it suitable for the project under evaluation. The design of the MIS is more inclined towards rehabilitation. The application is still evolving and effort is still being made to update the application more to addressing criminal justice system. The application accepts only those right violations mentioned in CIT and those added through requests to data operator. There is no scope to add a dimension that may have come up between two case plan time frames. Connectivity in remote locations hampers synchronisation of the application with the main database. This leads to delays in onsite data entry. This set back defeats its purpose of immediacy. This also hampers real time data entry thereby monitoring the geo-position of the staff becomes impossible. Lack of understanding of definition of some terms sometimes led to wrong data entry affecting the report. The frequency of the report generated of this application is monthly. The results are measured as outputs (immediate results such as number of home visits, duty bearers visited etc.) only. The application does not have scope for measuring outcome (intermediate results) and cumulating the results. Another design limitation of the application is that it does not have provision to measure results or achievement against respective targets (for example, number of house visit made by Social Workers against the house visits planned by them). The scope for data analysis is limited by design in this application. It allows only the analysis of the efficiency of Social

Workers and similar analysis of the other important result areas is not possible. Conversion of the results of analysis to interpretation to arrive at appropriate management decisions is not available in the existing MIS. In the absence of provisions to capture all critical results at output and outcome levels and a scheme for comprehensive analysis, the use of MIS becomes extremely limited.

### 3.10.3. Coordination

The table below provides information on different types of formal coordination that PAT members have. The coordination happens at different forum month and quarterly. This gives scope for sharing, peer learning and review

| Sl. No. | Meeting                              | Frequency          | Participants                                                                          | Functions                                                                                                                                                                                                          |
|---------|--------------------------------------|--------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1       | Donor meeting                        | Half yearly        | Donor representatives, PD and PM of Taftesh, Survivors, Senior Social Workers, PAT PM | Learning sharing, new scope of activities, fund raising , survivors' collectives, livelihood etc.                                                                                                                  |
| 2       | Taftesh Management Committee meeting | Need based         | TMC members                                                                           | Strategy planning, capacity building of Partners, Strategic Partnership, Fund Raising, Monitoring and evaluation etc.                                                                                              |
| 3       | Taftesh Review meeting               | Quarterly          | All partners of Taftesh (KAMO, Sanjog, PAT members, GGBK, survivors' collectives      | Sharing achievements and learning, review of activities and performance, New POA, Policy engagement etc.                                                                                                           |
| 4       | PAT Taftesh coordination meeting     | Monthly            | All PAT staff and PAT Management                                                      | Review of activities and challenges, New POA and formation of team, interpersonal relation among staff, Advocacy planning etc.                                                                                     |
| 5       | PAT Team Meeting                     | Monthly            | Social Workers, PAT-PM, MIS, Documentation Officer, Finance Officer, Project Holder   | Monthly report, review staff performance, micro-plans, sharing challenges achievements and change story, legal case management, planning advocacy and other project related activities, new intervention area etc. |
| 6       | PAT coordination meeting with Utthan | Once in two months | Director, Secretary and Senior Staff of PAT, SLP Facilitators , Utthan Members        | Micro-plan, sharing the present activities, communication, planning joint advocacy and legal case                                                                                                                  |

|   |                                         |                                 |                                                               |                                                                                                                                                                   |
|---|-----------------------------------------|---------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                         |                                 |                                                               | management, new scope of interventions etc.                                                                                                                       |
| 7 | Planning meeting with Taftteesh Lawyers | Monthly                         | Programme specialist, PAT PM, GGBK PM, Sanjog PM and TL head. | Draw monthly plan, sharing experience on legal activities, PC, VC related new plan and strategy, communication between TL and SWs, conference with survivors etc. |
| 8 | PAT management meeting                  | Quarterly or as per requirement | Secretaries of the organisation                               | Major decisions related to PAT , Sharing of Budget or new vacancy                                                                                                 |

Apart from the above formal avenues for coordination, PAT had the following separate WhatsApp groups for coordination: PAT workers, Utthan members, Lawyers and Taftteesh. These informal WhatsApp groups are on the one hand very informative and fast for sharing information and on the other hand the informality itself gives room for some times putting irrelevant data and information .

The Taftteesh project and PAT has several platform for coordination. There is a lot of information send through these coordination meeting. But too much information also makes it irrelevant as to what needs to be utilised and what needs to be rejected is not clear. As most of the coordination meetings and reports are not a part of the PAT MIS we are not able to see the link between the coordination report and the MIS

The level of participation is low especially for the TMC where till 2018 there was no representation of PAT, in Review meeting especially planning level representation is low by social worker due to knowledge gap and language barriers . In Planning meeting with Taftteesh lawyers and social workers the communication many times is not disseminated to the survivors creating gaps in case management

#### 3.10.4. PAT Reporting System

There are two types of reports for PAT.

*Project based reports.*

The following comprise project based reports.

1. Duly filled in Monthly Report on the prescribed format
2. Half-yearly Report
3. Annual Report
4. Change Stories and case studies

5. Updated Data Sheet
6. Meeting Minutes
7. App Based MIS Report
8. Report on instant activities share through Digital Platforms like WhatsApp and Email

### *Internal Reporting*

There are three types of internal reporting:

- (1) Reports within and among members of PAT network: The reports of PAT coordination Meeting, Project Team meeting and Management Level Meeting.
- (2) Reports within each member of the PAT: Weekly reports on coordination and monitoring meeting.
- (3) Social Workers share their daily activities to their line managers in each organization through WhatsApp.

The link and alignment between MIS filled up by PAT and the reporting system of KAMO is not there mainly because the field of entry is not the same. KAMO is more on CJS and the MIS is mostly on rehabilitation.

The reports in digital platform in today's context is very effective but there is a requirement of controlling the confidentiality of certain data that is being reported or circulated , which is lacking

While analysing the reporting annual and monthly following were observed that for the annual report , the reporting is done against 8 programme Axis viz Strategic Litigations , PC, Advocacy and system building, joint case management, Survivors empowerment and Participation, Strengthening Team Taftteesh, Knowledge Building of PAT staff on laws and Reduction of vulnerability The format comprises of activity proposed , Proposed target (per activity or per axis), Status of the activities , deviation and output . Whereas in the monthly reports the reporting is done as per objectives, activities and output. There is lack of targets so achievements are not measured as per the target. The specific objectives in monthly report is written as activity proposes, objectives cannot be interchanged as activities. In the goal hierarchy Objectivise is mostly liked with outcomes and activities with output but this linkages is missing in the reporting format

## CHAPTER 4 FINDINGS AND OBSERVATIONS – 2: PROJECT ACHIEVEMENTS

### 4.1 Planned and Achieved Results

The table furnished below was developed by the evaluation team from the one shared by the project team on project achievement.

| Sl. No. | Result/Output Indicators                                                                   | Target  |         |       | Achievement |         |       |
|---------|--------------------------------------------------------------------------------------------|---------|---------|-------|-------------|---------|-------|
|         |                                                                                            | 2016-17 | 2017-18 | Total | 2016 - 17   | 2017-18 | Total |
| 1       | Number of cases where appropriate legal provisions were applied                            | 0       | 0       | 0     | 15          | 28      | 43    |
| 3       | Number of cases where DWCD of MHRD and WB are involved                                     | 0       | 0       | 0     | 0           | 5       | 5     |
| 4       | Percentage of cases where individual case plans shared with DWCD                           | 0       | 0       | 0     | 0           | 0       | 0     |
| 5       | Number of Survivors participating in activities with reference to individual cases         | 0       | 0       | 0     | 10          | 50      | 60    |
| 6       | Number of Survivors participating in meetings and events, visiting courts and PS           | 0       | 0       | 0     | 20          | 50      | 70    |
| 8       | Number of Taftesh consortium meetings attended by PAT                                      | 0       | 0       | 0     | 2           | 4       | 6     |
| 9       | Number of capacity building activities attended by PAT                                     | 0       | 0       | 0     | 3           | 6       | 9     |
| 10      | Percentage of cases for which complaints lodged at various levels                          | 0       | 0       | 0     | 6           | 13      | 19    |
| 11      | Number of complaints for deliberate dereliction of duty bearers                            | 0       | 0       | 0     | 230         | 200     | 430   |
| 12      | Number of complaints addressed by the higher authorities                                   | 0       | 0       | 0     | 150         | 51      | 201   |
| 13      | Number of survivors agreed to participate in the PIL                                       | 0       | 0       | 0     | 1           | 4       | 5     |
| 14      | Number of protest petitions lodged                                                         | 0       | 0       | 0     | 0           | 5       | 5     |
| 15      | Number of cases supported by DLSA and SLSA                                                 | 0       | 0       | 0     | 0           | 40      | 40    |
| 16      | Number of case plans jointly developed by organisations at the destination and source      | 0       | 0       | 0     | 0           | 7       | 7     |
| 17      | Number of cases where information shared with task forces of source and destination states | 0       | 0       | 0     | 0           | 1       | 1     |
| 18      | Number of survivors showing increased understanding of anti trafficking laws               | 0       | 0       | 0     | 10          | 30      | 40    |
| 19      | Number of survivors showing increased capacity of addressing survivors' concerns           | 0       | 0       | 0     | 15          | 70      | 85    |

It is surprising to note that the project has not identified its target. The section on MIS also refers to this situation. Operating without targets is like shot in the darkness and it is unscientific and casual. It raises the following questions:

- The basis of planning and review
- Measuring or assessing the efficiency of the project
- Usefulness of MIS and reporting
- The focus of review meetings and effectiveness of such meetings
- The use of having many meetings in which plan(s) of action is developed

Working without target is almost wasting resources and the project worked for two years like that. This situation should be addressed.

Appropriate legal provisions were applied only in 26 (out of 50) cases. This is equivalent to biting without teeth. Even after having five years of experience in this sector, BUP was unable to apply appropriate provisions to all cases. This should be seen seriously. The role of Taftesh lawyers in procedural correction and their coordination with social workers and survivors need to be relooked into. The level of involvement of survivors in activities related case management is pretty good. The project failed to get other stakeholders like DWCD involved in case management and no joint plan was developed along with them. PAT attended nearly 50 per cent of the Taftesh consortium meetings only. These meetings were expected to provide strategic directions to the project. Hence, remaining away from such meetings could hamper the project implementation. The project could address complaints on derelictions of authorities. But it was not able to make all survivors understand the legal provisions involved in trafficking. Achievement of this aspect is critical in the point of view of empowering survivors and reducing their dependence on others thereby contributing to the sustainability of the results generated. Coordination among the organisations at source and destination is inadequate.

## 4.2 Case Management

### 4.2.1 Legal Cases

Given below is an overview of legal cases managed by PAT.

| Sl. No.   | Parameter                          | Number    |
|-----------|------------------------------------|-----------|
|           | <b>Total Number of Legal Cases</b> | <b>50</b> |
| <b>1.</b> | <b>Cases by age</b>                |           |
| 1.1.      | Cases of survivors below 18 years  | 38        |
| 1.2.      | Cases of survivors above 18 years  | 12        |
| 1.3.      | Cases having POCSO at source       | 5         |
| 1.4.      | Cases having ITPA at source        | 12        |
| <b>2.</b> | <b>Cases at destination</b>        |           |



|            |                                                 |    |
|------------|-------------------------------------------------|----|
| 2.1.       | Cases filed at destination                      | 5  |
| 2.2.       | Cases at destination under ITPA                 | 5  |
| <b>3.</b>  | <b>Types of cases</b>                           |    |
| 3.1.       | Procedural correction                           | 22 |
| 3.2.       | Strategic Litigation                            | 8  |
| <b>4.</b>  | <b>Victim Compensation</b>                      |    |
| 4.1.       | Applied for victims compensation                | 22 |
| 4.2.       | In process for applying VC                      | 30 |
| 4.3.       | Not applied                                     | 28 |
| 4.4.       | Victim Compensation received/ordered            | 3  |
| 4.1        | VC received                                     | 1  |
| <b>5.</b>  | <b>Cases by legal/police offices dealt with</b> |    |
| 5.1.       | Case with CID                                   | 3  |
| 5.2.       | Case referred to AHTU                           | 0  |
| 1.5.3.     | Case at District court                          | 41 |
| 5.4.       | Case at HC Escalation                           | 5  |
| 5.5.       | HC referred back to AHTU                        | 1  |
| <b>6.</b>  | <b>Involvement of DLSA</b>                      |    |
| 6.1.       | DLSA Lawyer                                     | 7  |
| 6.2.       | Free legal aid from DLSA                        | 27 |
| <b>7.</b>  | <b>Litigation Results</b>                       |    |
| <b>7.1</b> | Charge sheeted                                  | 38 |
| <b>7.2</b> | Traffickers Bail rejection                      | 13 |

Seventy-six (76) per cent of the registered cases were persons below 18 years of age or minors. However, only 60 per cent of such cases were registered under the POCSO. This gives fair chances for such traffickers get away with light punishments. This lead to more such crimes. Only 22 victims filed applications for compensation. Nearly half of them did not apply. It is clear from the data that AHTU has no role at all as none of the case is referred to AHTU this indicates the ineffectiveness of AHTU.

Most of the traffickers are moving around and only in 13 instances bail applications were rejected and charge sheets were served by the police in 38 cases only. Only four applications for compensation were decided and only one out received the compensation amount ( Rs. 400, 000.00). Case escalation to High court was only five and most of the cases were at district level. The positive part is that 27 of them (54 per cent) received free legal aid from DLSA.

There are many cases which are dropped; the reason for the same is given below

|                                                  |           |
|--------------------------------------------------|-----------|
| <b>Cases dropped</b>                             | <b>43</b> |
| No support from survivor                         | 1         |
| Survivor is in Delhi ( migration )               | 1         |
| No family support                                | 3         |
| Cases certificate documents need to be collected | 34        |
| No case at the source                            | 4         |

Seventy-nine (79) per cent of case were dropped because case certificate documents were not collected. This requires urgent attention. While interacting with the lawyers it came out clearly that many social workers delayed collection of case certificated copies.

#### 4.2.2 Case Management (Rehabilitation)

Given below the table gives an over view of case managed through rehabilitation. The total case under Taftesh supported programme is 129

| CIT Code/<br>Dimension       | CIT Item                               | Received | Out of<br>Survivors | Per cent |
|------------------------------|----------------------------------------|----------|---------------------|----------|
| <b>1.Basic Need</b>          |                                        |          |                     |          |
| 1.1                          | Housing                                | 39       | 129                 | 30%      |
| 1.2                          | Tarpaulin (Temporary)                  | 39       | 129                 | 30%      |
| 1.3                          | Sanitation                             | 4        | 20                  | 20%      |
| 1.4                          | Food & Nutrition                       | 92       | 129                 | 71%      |
| 1.5                          | Clothes                                | 47       | 129                 | 36%      |
| 1.6                          | ID Documents                           | 92       | 129                 | 71%      |
| 1.7                          | Electricity Connection                 | 1        | 10                  | 10%      |
| 1.8                          | LGP Connection                         | 1        | 1                   | 100%     |
| <b>2 Physical health</b>     |                                        |          |                     |          |
| 2                            | Medical Treatment                      | 97       | 129                 | 75%      |
| <b>3 Mental health</b>       |                                        |          |                     |          |
| 3.1                          | Mental Health (Psychiatrist treatment) | 20       | 36                  | 56%      |
| 3.2                          | Mental health counseling by Anwesha    | 55       | 129                 | 43%      |
| <b>4.Educational Support</b> |                                        |          |                     |          |
| 4.1                          | Kanyashree -1 (Yearly 500)             | 2        | 10                  | 20%      |
| 4.2                          | Kanyashree-2 (INR 25000)               | 5        | 10                  | 50%      |
| 4.3                          | By-Cycle                               | 1        | 10                  | 10%      |

|                         |                                                            |    |     |     |
|-------------------------|------------------------------------------------------------|----|-----|-----|
| 4.4                     | School Admission, Study Materials.                         | 7  | 10  | 70% |
| 5 Livelihood            |                                                            |    |     |     |
| 5.1                     | ER Grant                                                   | 8  | 129 | 6%  |
| 5.2                     | SVSKP Loan                                                 | 6  | 129 | 5%  |
| 5.3                     | SCP Loan (Only Sanction)                                   | 3  | 50  | 6%  |
| 5.4                     | MWEP Loan                                                  | 3  | 129 | 2%  |
| 5.5                     | Livestock grant                                            | 17 | 129 | 13% |
| 5.6                     | Vocational Training                                        | 25 | 129 | 19% |
| 5.7                     | Job Card                                                   | 17 | 129 | 13% |
| 5.8                     | Job linkage under MGNREGA                                  | 2  | 129 | 2%  |
| 5.9                     | Swastha Sathi Card (Health Insurance of all family member) | 8  | 129 | 6%  |
| 5.10                    | Trade Certificate                                          | 16 | 129 | 12% |
| 5.11                    | Ruposhree (INR 25000.00 for official marriage purpose)     | 2  | 129 | 2%  |
| 6 Family                |                                                            |    |     |     |
| 6                       | Abuse by family                                            | 11 | 129 | 9%  |
| 7.Community             |                                                            |    |     |     |
| 7                       | Deteriorating Social Relations                             | 6  | 129 | 5%  |
| 8.Recreation ( Binodon) |                                                            |    |     |     |
| 8                       | Recreation (Bandon)                                        | 0  | 129 | 0.0 |
| 9 Legal Support         |                                                            |    |     |     |
| 9                       | Legal Support                                              | 73 | 129 | 57% |
| 10 Sigma Mitigation     |                                                            |    |     |     |
| 10                      | Stigma Mitigation                                          | 63 | 129 | 49% |

The PAT partners were working for rehabilitation of 129 survivors based on 10 CIT needs. Based on the 10 indicators a survivor with the help of the social worker can enlist for 4 CIT items. The table trend indicates

- Medical Treatment (97) under **Physical health** was highly rated. **Basic Need** like food and Nutrition and ID card (92) occupied the second position in rating. Then stood **Mental Health** (75), **Legal Support** (73) **Stigma Mitigation** (63) in the third, the fourth and the fifth position respectively.
- The enlisting under rest of the 5 CIT like Education, livelihood, Recreation Family and Community is very low
- The entitlements received under basic needs were ID documents and food and nutrition (ration relief). Most of the survivors did not have proper documents and this itself is a very serious situation of lacking any identity as a citizen of India.

- Most of the survivors were below 18 years of age and hence had discontinued with their studies. The school enrollment rate is dismally low. Attention needs to be given on this.
- Twelve (12) received loans from different schemes for livelihood; 17 received livestock grant, 25 received vocational training and 16 received trade certificate. These achievements indicate the first level of results. But this should be linked with access to employment and business consequent increase in income

Item like Swastha Sathi Card should be placed under physical health and not under livelihood. Similarly, Aadhar, voters card and birth registration certification are mandatory and hence it is suggested not to be placed as a part of the CIT items.

Understanding on CIT amongst the social worker is not uniform. It was found that there is a practice of using terms interchangeably, especially the terms like stigma mitigation, community deteriorating of social relationship and family abuse. A refresher on the terms is required for the social workers.

## CHAPTER 5 FINDINGS AND OBSERVATIONS – 3: PROJECT RESULTS AGAINST EVALUATION CRITERIA

### 5.1 Impact

A critical aspect of evaluation is not only to understand what change has occurred, but also to the extent to which such changes can be attributed to the project under evaluation. The criminal justice response to human trafficking cannot take place in a vacuum. It is influenced by a wide range of factors that are beyond control of a single project or programme. Lawyers, judiciary, police, survivors, civil society organisations and community at large are some such factors.

#### 1. Survivors

Out of the 129 survivors, a total of 27 survivors were interviewed during the evaluation process. One among these was a victim of labour trafficking and others were victims of sex trafficking. Nine out of the 27 interviewed were members from Utthan Council of 24 pgs North, a collective of survivors. All except two survivors, who were still in a traumatic condition, were able to narrate their stories.

The nine interviewed survivors who are members of Utthan were found to be confident during the interviews. They were aware of their cases and could narrate the legal processes they underwent and the entitlements they have received or applied for. The level of communication by the remaining interviewees was not as clear as the UT members. All survivors were aware of receiving the victim compensation from government. The nine members of Utthan told that the stipend they had received helped them to a great extent because all of them were economically deprived. All survivors were happy with support received from Social Workers of the project. However, they need more support to address stigma. Nearly half (nine out of 18) expressed their strong determination and confidence about continuing their cases to get the perpetrators punished. Only two were able to share their views on the AHT Bill. One survivor informed that she received free legal aid from the government. Other survivors could not articulate the status of their cases nor could they mention about the free legal aid though five of them were receiving rice from government and one had received grant for housing. Four survivors were involved in livelihood activities such as tailoring, grocery store, livestock rearing and bidi rolling. Two survivors did not receive any government benefit.

The experience of the survivors with the police was not satisfactory. They received better cooperation from the Judiciary and lawyers. But the strange part of the story is that none of the survivors directly interacted with lawyers. They expressed their concern on traffickers not getting adequate punishment and on the traffickers staying out on bail and only five bail applications were rejected. Another concern of theirs is the delay in settling compensation claims.

Many of the survivors showed leadership traits in several cases because their confidence and resilience level escalated. They were able to articulate their leadership traits. Many of them

started expressing solidarity with other trafficked victims and undertook actions that demonstrated their commitment to social responsibilities.

- Eight out of the 27 survivors interviewed joined SHG and nine of them are members of Utthan
  - They have become active in stopping child marriages in their villages.
  - They were also updating the CBOs about missing children.
  - They were getting involved in making the school children aware of trafficking.
  - They were conducting home visits of other survivors on their own.
- “We are proud of the fact that our daughters are conducting home visits of other girls and they are right person to explain as they have faced every bit of it.”*
- The nine survivors (who are members of Utthan) were giving emotional support for other survivors
  - One of the survivors helped the police (during her stay at the destination) in raiding a brothel and supported to rescue 12 children.
  - Two survivors filed PIL and one of them signed the deputation given to DM.
  - One of them got elected to the Executive Committee of one of the CBOs.
  - There was an instance of a survivor rescuing child labour and helping the other girls in villages to stop child marriages.

The level of awareness and confidence of nearly 50 per cent of the survivors got enhanced. Total 18 out of the interviewed received some kind of support. But there is a good number of survivors who had not received any support. Stigma within home and neighbourhood still prevailed. That the traffickers were around the victims indicate the failure of litigation or points at the ineffectiveness of the project to improve criminal justice system. This implies that the changes in attitude of family and community at large were not changed adequately. The delay in securing compensation is another concern again pointing at the slow responsiveness of criminal justice system. It can be concluded that the impact of the project on survivors was not very impressive. Still, it had some impact on the lives of half of them.

## .2. Families of Survivors

Consequent to their contact with the project, the families, primarily the parents, gained understanding of the problem of trafficking that:

- Trafficking is a huge social problem affecting the poor families and young girls.
- Child labour lead to trafficking
- Poor educational level led to trafficking

- Early marriage is leading to trafficking and child marriages are rampant in their villages
- Child trafficking is operated by a racket and is a money making business
- Illegal immigration from the neighbouring countries provides room and scope for child trafficking
- Those immigrants without identity proof will not complain when they find their children missing. This promotes child trafficking.

But they remained ignorant of:

- other entitlements of the survivors than compensation.
- the detailed status of the case and the loopholes in litigation
- way to stop child marriage
- the Child Line
- the CPCs in the village

They became enthusiastic in continuing the cases and very happy to see that the traffickers are punished. Parents know about the victim compensation available from government for the survivors. But were not fully clear of the reasons for the delay. Though the extent of discrimination got reduced in the last few years, it still remained. Earlier they were looked down upon and had faced several social ostracism. But even during the time of evaluation stigma and discrimination stood on the way of rehabilitating the child because their traumatised past prevents them from getting a proper marriage. These points at the inadequate work done with the community and neighbourhood to accept the survivors

Another concern raised by the parents is on traffickers not getting sufficient punished. They were out on bail and created threat for their daughters and others in the village. This created a very unsafe environment for the survivors. They felt that exemplary punishment should be given to the traffickers so that the crime is reduced. The Police, they opined, need to more supportive for the trafficked to reduce further exploitation. This point at the weak criminal justice administration system which the project was expected to change.

They are proud of their daughters who have joined the SHGs and the survivors' collectives that were supported by the PAT partners. They are happy with the support provided by the partners. But they are not aware of the school awareness programme conducted by their daughters. At the same time, the parents were worried till their daughters return home every day. This points at the situation that their children do not live in safe environment. This situation can partly be attributed to the failure of the community mobilisation activities of the project or to the too heavy an emphasis given by the project on criminal justice administration. They suggested at least once a month visit from the partner organisations will help them further. This is a clear indication of the vacuum the parents feel in the project.

They were not too hopeful of the role played by the Panchayat indicating very limited impact of the project on local governments. They felt that the adolescents had lot of concern to share which they did not know whom to confide with. They suggested that they needed people to show them the right way. They felt that parents needed to give more importance to girls' education.

### 3. *Survivors' Collective*

There are three collectives under the Tafteesh programme for PAT. They are: (i) **Utthan** formed in 2016 with 19 members from different organisations; (ii) **Bijoyini** formed very recently from the 8 CBOS of PAT comprising of 24 members from the survivors and (iii) Nine **SHGs**. Utthan was the first to be formed and Sanjog took up the responsibility of capacity building of Utthan from its inception. For Bijoyini which has newly been formed, the roles and responsibilities of the collectives were not clear. The survivors who have been a part of Utthan were able to talk about their training and were able to articulate the status of their cases. They are also involved in home visits of other survivors. They are also involved in conducting school awareness programmes on prevention of human trafficking. However members of Bijoyini who were interviewed could not mention their membership with Bijoyini. Hence, it is evident that this group requires strengthening and the members need to be clear about their roles and objectives. The team of PAT is also yet to structure this collective and define the objectives.

There was very clear overlapping of roles between the Utthan members and the Social Workers because both are responsible for home visits. This created duplication of efforts and wastage of human resources. The survivors who are members of Utthan are now confident enough to conduct home visits and talk to the other survivors. However, they are yet to deal with their lawyers directly without support from Social Workers.

The survivors interviewed and who are above 18years, were all part of Self Help Groups. The main objective is to link them with the government entitlements and ensure their economic empowerment. Initially, it was quite a difficult task to bring the survivors in one SHG as they reside in different locations. The PAT partners have been able to take this challenge and establish a good rapport with the local government to bring the survivors who stays in different villages, in one SHG. These groups started receiving tailoring training, support for rearing livestock from government. The initial phase of economic empowerment has started with their membership in SHG.

### 4. *Duty Bearers (Police, district administration, Panchayat)*

Illiteracy, poverty, lack of livelihood and porous international borders were identified by the police as the major reasons for trafficking. The delay in providing information about the missing children especially by the parents makes the job of the police difficult in tracking the child. Parents receiving regular monetary support from their children trafficked out of the state, lodge complaints only when they stop receiving money. The easy access to social media is also detrimental and puts the girls in love traps which eventually turn into trafficking.

The police suggested the following to prevent human trafficking

- Creating child friendly corner in all police stations
- Conducting awareness campaigns on prevention of trafficking
- Swayamsiddha programme for girls in schools
- operational women's help line



Police requested PAT CBOs to attend the monthly meeting of the OICs in the district head quarters and recommended counselling of the victims immediately after rescue so that the medical test can be conducted and statement under section 164 can be recorded.

The Panchayat members interviewed were aware of the child trafficking incidences. The CPCs were formed in their sansads. However they were not aware of the roles and functions of CPCs. its role. They raised concerns about the illegal immigrants staying in the vested lands. They felt that the functions of CPCs were not discussed in the Gram Sabha, but it can be taken up in future. They are aware of the initiatives taken up the CBO. They expressed the need of the CBOs to create awareness on child marriage and also to support the meetings of VLCPCs.

#### .5. *Legal Services Authority and Judiciary*

There were seven active cases where the DLSA lawyers were giving support to the survivors. 27 cases have so far been supported by SDLSA.

It was found during the discussion with the lawyer that after repeated applications and visits they were able to receive this free legal aid support from them due to the lawyers lack of understanding on this issue of human trafficking and POCSO. It was with a lot of difficulty the lawyer traced out the cases allotted to him. The records were not maintained properly in the District Court. Many a times the courts are left vacant due to lack of judges. Hence it becomes difficult to deal with the case. The low level of remuneration paid to lawyers acted as a disincentive for lawyers to attend cases. This can hamper the progress in case management.

#### .6. *Tafteesh Lawyers*

A group of Tafteesh lawyers is working in an organized manner. They pointed out absence of proper coordination and communication with Social Workers and victims. This hampered smooth dealing of cases. Lack of practical knowledge of Social Workers caused the felt lack of coordination and assistance for the lawyers. The Social Workers ignored need for regular communication with lawyers who dealt with their cases. There were instances of required order sheets or certified copies of a particular case did not receive on time. Due to this the process of escalation and procedural correction got hampered. Recently Tafteesh lawyers, at the instruction of Tafteesh programme heads, started applying for Victims Compensation (interim) so that the victims' future may be secured.

The lawyers' group made the following observations in the performance of Social Workers.

- (1) Reconsider the selection criteria of Social Workers
- (2) They facilitate legal process with survivors. Hence, need to have primary legal information
- (3) Social Workers are not well equipped. Hence, they need regular training and evaluation
- (4) Social Workers were unable to guide the survivors and organise follow up of cases with the Tafteesh lawyers.
- (5) It was doubtful that all of them devoted their full time for this programme

(6) They were involved in several other commitments.

This situation contributed to non escalation of cases. Three sessions of capacity building were organised for Social Workers. This was not enough to equip them to respond to the need of the cases. Even the victims are also required to be trained to give their statements under section 164, because the merits of a case largely depend upon this. There were zero direct interfaces between lawyers and victims during the course of litigation. Lawyers directly interacted with victims in the presence of Social Workers in the case of victim compensation. There was no instance where the victims directly intervened and called the lawyers. It happened only when there was a prior discussion about the victims' interaction with the lawyers' team. This was the situation in the case of all survivors irrespective of being part of Utthan or any other group. This primarily limited or reduced the access of victims to criminal justice which has been projected as the spirit of the programme. The excessive ownership of the victim by Social Workers was creating dependency of the victims thereby leaving no chances for victims to develop the skills to directly interact with the lawyers. Social Workers also require enhancing their technical skills so that they can respond to emails and WhatsApp. Lawyers felt that their recommendations should be included in the discussion in review meetings and that the Programme Manager of PAT should have update of all the cases distributed by organisations before coming for the meeting with lawyers. There must be a meeting with Lawyers and Social Worker at least once in a month.

## 5.2 Efficiency

The question of efficiency was assessed in two ways: the first is the efficiency of PAT as a network in itself and the second is the efficiency of the eight member organisations of PAT. The members of PAT came together and formed the network to work on Trafficking for getting foreign funding. The network started with Group Development fund. Anesvad, Kamonohasi and Freedom Fund followed. Initially, only BUP among the members of network had registration under the FCRA to receive foreign funds. The net work till date is able to work very effectively with. Hence BUP functioned as the Secretariat of the network with the following tasks:

- (a) Administration of the network
- (b) Maintaining records
- (c) Oversight of the performing of all the eight-member NGOs
- (d) Taking care of donor compliances
- (e) Ensuring statutory requirements
- (f) Managing MIS
- (g) Documentation

Amongst the other seven organisations, only NSS had secured registration under the FCRA. Three organisations (NSS, KEYA, CLHS) out of seven, have gained exemption under section 12A of Income Tax Act. BUP had been able to mobilise funds from other international donors like TDH and Paul Hamlyn Foundation. The organisation has also increased its human resources and skills. All staff members of BUP were professionally qualified, mostly Post Graduates. This is not the situation of other seven NGOS. BUP, by taking care of Secretarial role, could enhance its skill in data entry, data compilation and handing web based PME system.

### 5.2.1 Case per Social Worker to measure HR efficiency

| Sl. No. | Organisation | Social Worker       | Legal Cases | Deviation | Rehab Cases | Mean Deviation | Total Cases | Total MD |
|---------|--------------|---------------------|-------------|-----------|-------------|----------------|-------------|----------|
| 1       | BUP          | Soma Sarkar         | 11          | 6         | 5           | -3             | 16          | 4        |
|         | BUP          | Lob Barik           | 3           | -2        | 5           | -3             | 8           | -4       |
| 2       | CLHS         | Subankar Sarkar     | 5           | 0         | 4           | -4             | 9           | -3       |
| 3       | KEYA         | Taniya Sultana      | 4           | -1        | 12          | 4              | 16          | 4        |
| 4       | GSS          | Rafikul Islam       | 7           | 2         | 6           | -2             | 13          | 1        |
| 5       | NSS          | Monica Sarkar       | 3           | -2        | 16          | 8              | 19          | 7        |
| 6       | MATE         | Sibapada Paul       | 3           | -2        | 6           | -2             | 9           | -3       |
| 7       | TISM         | Bikas Das           | 8           | 3         | 15          | 7              | 23          | 11       |
|         | TISM         | Abdul Razzak Gazi   | 2           | -3        | 5           | -3             | 7           | -5       |
| 8       | SBMS         | Rabindranath Biswas | 4           | -1        | 5           | -3             | 9           | -3       |
|         | <b>Total</b> | <b>10</b>           | <b>50</b>   |           | <b>79</b>   |                | <b>129</b>  |          |

The table above is self explanatory. Following are the salient observations:

- Total cases were 129 case of which 50 were legal and 79 were rehabilitation.
- The mean number of legal case was five and mean number of rehabilitation cases was eight
- The number of legal cases handled by six out of 10 staff was lower than the mean value
- The number of rehabilitation cases handled by seven out of 10 staff was lower than mean value
- The number of both legal and rehabilitation cases handled by four Social Workers was less than mean value

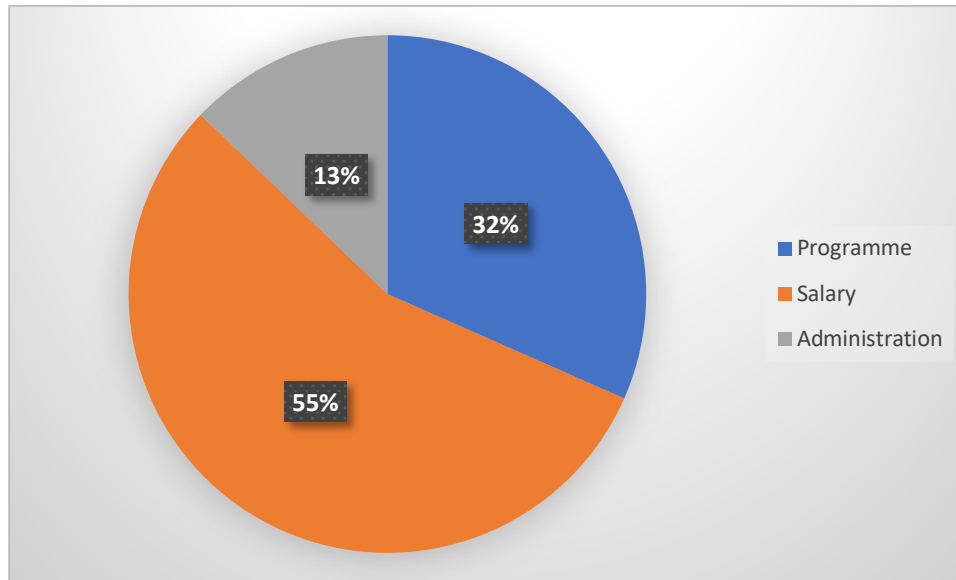
It is true that the time required for each case might vary depending on the merit of the case. The normal practice to measure efficiency is to decide on bench mark and project standards. In absence of both it does not prevent from making an observation that the utilisation of money was not optimal bench marks and standard measurement of efficiency becomes difficult.

The above data also raises a very serious question on efficiency of HR practices in the network as a whole and that practiced in the respective member NGOs including BUP. This takes us back to a few observations made earlier, viz. the network was formed for securing foreign funds, the Social Workers engaged by the network had other commitments than project tasks, the network did not have target fixed, most of the Social Workers were with lower educational qualification, the network itself was a formal arrangement with no institutional or structural arrangements and the MIS being used was not developed for this project.

### 5 2.2 Cost Effectiveness

The total budget approved for two years was Rs. 5, 155, 501.00. *Per survivor cost was Rs. 39, 965.12 and cost per Social Worker was Rs. 51, 555. 01.* The cost on programme was only Rs.

1,629, 685.00 which is 31.61 per cent of the approved budget. This is inclusive of Rs. 647, 336.00 (which is 12. 56 per cent of the budget) provided for travel under two budget heads. If that amount is subtracted from the total programme cost, only Rs. 982, 349.00 is left with for programme and this is only 19.05 per cent of the total budget. The diagram below furnishes the budget break up by major budget heads.



The combined budget for salary and administration is 68 per cent

The table below provides the budgetary provisions for all activities in a descending order.

| Sl. No. | Budget Heads                                               | Amount in INR | Percentage |
|---------|------------------------------------------------------------|---------------|------------|
| 1       | Salary of social worker                                    | 2112000       | 40.97      |
| 2       | Cost for procedural correction                             | 995620        | 19.31      |
| 3       | Salary for secretariat running                             | 752400        | 14.59      |
| 4       | Travel and refreshment                                     | 383616        | 7.44       |
| 5       | Capacity Building cost                                     | 309545        | 6.00       |
| 6       | Travel cost of survivor , social worker and Utthan members | 263720        | 5.12       |
| 7       | Printing stationary and electricity cost                   | 102000        | 1.98       |
| 8       | Rent                                                       | 95400         | 1.85       |
| 9       | Monitoring and evaluation and coordination cost            | 80400         | 1.56       |
| 10      | Monitoring cost for PM and Accountant                      | 36000         | 0.70       |
| 11      | Advocacy and campaign                                      | 13100         | 0.25       |
| 12      | District level support to the survivor                     | 11700         | 0.23       |

All programme activities except procedural correction were provided meagre amount. Capacity building and advocacy campaign which are two important components are provided 6.25 per cent of allocation. Cost of procedural correction is inclusive of the remuneration of

lawyers. There too cost in put into programme per se will be lower. Monitoring and evaluation another key programmatic component is given 2.26 per cent of the budget. Within that 1.56 per cent seems to be provided for human resource involved in M&E. A project of this magnitude of documentation and monitoring requires budgetary provision in the range of 5 per cent to 7 per cent. Budgeted cost of a Social Worker There is no budgetary provision made for community mobilisation which is a very important activity. This cost perhaps is implied in the salary for Social Workers.

The total programme cost was Rs. 5155501.00 and the project could cater to the needs of 129 survivors through 10 Social Workers who were the frontline workers. It has been observed earlier that the mean number of cases handled by a Social Worker was 13 (129 divided by 10). The total cost (including salary administration and programme) spent for catering to the needs of a survivor was Rs. 39,965.00 (Rs. 5155501 divided by 129). Out of the overall expenditure, 55 per cent was on salary for all. This is the biggest chunk in expenditure. The share of salary for taking care of one survivor was Rs.22,205.00 (Rs. 2,864,400.00 divided by 129) and that in the case of social worker alone was Rs. 16,372.00. This means that the cost of one Social Worker for caring 13 survivors is Rs. 212,837.00. The following are the major inferences: (1) heavy HR cost, (2) output in relation to HR was meagre, (3) programme input in terms of budget was too low and hence, the budget grossly ignored the programme and Salary balance (programme cost is 40.6 per cent and HR and administration is 59.31 per cent). Therefore, this does not look like a cost effective project. It leads to the doubt that this project has been considered to book HR expenses of BUP. These were the consideration to be made while approving the project and during pre-funding assessment of the project.

### 5.2.3 Partnerships Efficiency

The table below shows partnership of both PAT and BUP especially the capacity in managing or entering into partnership as PAT( 8 CBOS)

| Sl. No. | Name of the Partners                     | Duration of Partnership ( Year ) | Type of collective action done            | Organisation |
|---------|------------------------------------------|----------------------------------|-------------------------------------------|--------------|
| 1       | TDH (Terre Des Homes)                    | 10                               | Child Protection, Human Trafficking       | BUP          |
| 2       | IWG (Interim Working Group)              | 3                                | Advocacy on AHT bill. Human Trafficking   | PAT          |
| 3       | Girls not Bride                          | 2                                | Child Marriage                            | BUP          |
| 4       | Global Action Against Poverty            | 1                                | Poverty alleviation and fund Mobilisation | BUP          |
| 5       | West Bengal Voluntary Health Association | 2                                | Heath                                     | BUP          |
| 6       | Right Jessore                            | 7                                | Trafficking                               | PAT          |
| 7       | Rescue Foundation                        | 7                                | Trafficking, Child Protection             | PAT          |

|   |                             |   |                                   |              |     |
|---|-----------------------------|---|-----------------------------------|--------------|-----|
| 8 | ARZ ( Annay Rahit Zindegi)  | 5 | Trafficking, Protection, Marriage | Child Child  | PAT |
| 9 | PHF(Paul Hamlyn Foundation) | 2 | Preventive against Trafficking    | Action human | BUP |

- PAT and BUP had built up partnership with nine organizations. Engagement with five out of these nine organisations happened in the last three years which means after the commencement of Taftesh.
- Partnership as PAT was with four organisations and three out of these four were in the context of Taftesh only.
- BUP had partnership with five organisations and four out of these five partnerships were working on the issue related to human and child trafficking and protection.
- The table above gives an impression that BUP could leverage whereas PAT could not gain much leveraging through partnership.

## 5.2.4 Membership in Other Network

| Sl. No. | Name of the Network           | Duration of Membership | Type of Membership | Membership with |
|---------|-------------------------------|------------------------|--------------------|-----------------|
| 1       | North 24 Pagans Health Forum  | 3                      | General Member     | BUP             |
| 2       | West Bengal Education Network | 5                      | Member             | PAT             |
| 3       | Child line                    | 7                      | Member             | NSS, KEYA, CLHS |

Presently, BUP is a member of only one network, viz. North 24 Pgs Health Forum and PAT has membership in West Bengal Education Network. NSS, KEYA and CLHS were members of Child Line. Both PAT and BUP are not holding membership in other related networks.

## 6.2.5 Media Linkages and its efficiency

- PAT and BUP as an organisation have developed media linkage and visibility. The visibility is in print, electronic and social media.
- It has been found that viewership of Facebook, Twitter and You tube were limited.
- find that the coverage is limited viewership
  - Twitter Handle [PATconnect@PATnorth24pgs](#) had 86 tweet, 118 following and 81 followers
  - Facebook page Partners for Anti Trafficking had 264 followers

- Youtube PAT connect had 23 subscribers. Average viewership was 35 only. One viewership meet the press at Basirhat covered by Kolkata TV crossed 195 viewers

The coverage of print media is limited to District and State. The details of the print media coverage is given as **annexure – 4**.

### 5.3.6 Stakeholders Efficiency

The stakeholder analysis conducted during the evaluation threw light into the efficiency of PAT in engaging with them and the relevance of such engagement

| Sl. No. | Stakeholder Group(s)                                     | Relevance | Efficiency |
|---------|----------------------------------------------------------|-----------|------------|
| 1       | Primary stake holders – survivors, parents and community | High      | High       |
| 2       | Local media                                              | High      | High       |
| 3       | The police                                               | High      | Low        |
| 4       | District level lawyers                                   | High      | Low        |
| 5       | Tafteesh lawyers                                         | High      | Moderate   |
| 6       | Duty bearers – administration                            | High      | Moderate   |
| 7       | Duty bearers – legislators                               | Moderate  | Low        |
| 8       | KAMO                                                     | High      | High       |

PAT has joined Tafteesh network from 2016, and within three years the network with its 8 partners were able to align with Tafteesh and KAMO's perspectives. PAT could, within a short period, secure another line of funding along with Tafteesh from KAMO (Tafteesh and SLP). This manifests the ability of PAT to manage partnership with KAMO.

PAT maintained an open relationship with Sanjog; the technical partner though the partnership is need based responding to demands from both sides. Sanjog provides need base handholding to PAT mostly for capacity building, joint research. Sanjog also helps in MIS of PAT. Both PAT and Sanjog enjoy mutual trust and respect.

PAT had very limited partnership with GGBK because geographical areas of operation are different for both.

### 5.3 Effectiveness

Effectiveness of their actions and strategies was examined by looking at which of them worked and which did not work with the reasons for the same

#### 5.3.1 Strategies that worked well

- Working as a network for the last 14 years with BUP as a secretariat has worked well for PAT which could cover almost all the blocks of 24 pgs N due to this strategy
- Relationship building: PAT built up good relationship with CID and PAT worked well and

consequently CID played a very proactive role to arrest the main accused

- Community rehabilitation model: PAT emphasized on working on community-based rehabilitation model which is comprehensive. The components like restorative care, trauma informed approaches with individual care plan etc. are well suited for the needs of survivors. PAT started working on this model.
- SHGs: PAT promoted SHGs as a means to offer livelihood options for survivors. SHGs will open opportunities to access government schemes by which they will become self-dependent. Nine SHGs were promoted. One among these got loan.
- Media Coverage: PAT got coverage in all types of media- print and electronic including social media at local, district and to some extent to state levels. Media will create impact on society.
- Press Conference: The press conference organized by PAT provided Survivors' Collective opportunity to talk about their demands to the public through media. After the press conference, media became convince to highlight trafficking and the problems faced by the trafficked.
- Engagement of Special Public prosecutor for POCSO cases through advocacy
- Video Conferencing: Video conferencing helped to identify trafficker easily and smoothly. By the end of the process Survivor could identify main trafficker.
- Inter-state Case Management: Hiring interstate lawyers was a very good attempt. And good strategy of appointing Pune Lawyer
- Joint Advocacy Action: The PMs of PAT, GGBK and Taftesh jointly participated in advocacy movement in north 24 pgs. This movement made encouraged to have more advocacy activities.
- Free legal aid: PAT was able to mobilise free legal aid survivors from DLSA
- Activating Survivors' Collectives: Survivors' Collectives started emerging as useful platforms for advocacy, mutual support and discharging social responsibilities of the trafficked.
- Working in Teams: MIS team, CIT team and CRT ( Crisis Response Team ) which created enhanced team spirit and a feeling of comradery which also helped seniors to mentor juniors

### 5.3.2 Strategies did not work

- Mode of engaging lawyers. The mode of engaging lawyers brought in confusion and that resulted in limited cooperation from lawyers. This strategy requires relooking into.



- Communication arrangement or process of coordination between lawyers and Social Workers did not work well. The communication arrangement requires revisiting.
- The use of modern technology in project monitoring did not work well. There is observed inconsistency within Social Worker to maintaining communication from various corners consequent to which the whole process getting into slow phase.
- PAT not getting registered as an autonomous entity crippled the growth of PAT.

The network is dynamic in nature and has the ability to strategize as per the need, demand and the context. This is a very positive part, but the strategy(s) adopted should not be taken as a events of each organisation but should also be integrated as part of the organisational learning process for all the 8 organisation.

## 5.4. Relevance

### 5.4.1 Overall relevance

The United Nations Office on Drug and Crime (UNODC) in its report entitled 'Anti Human Trafficking , 2013' states that more than 19, 000 women and girls reported missing in West Bengal and out of that only 6000 could be traced. The state is considered as one of the most vulnerable places for trafficking because it serves as a central location not only for intra and inter-state trafficking, but also for international trafficking. Over the last decade, there has been a massive increase in the reported number of missing minor children as well as women according to the statement jointly given by the CID of West Bengal Police and the Union Ministry of Home Affairs, Government of India. The total number of missing children in West Bengal was 368 in 2001 census report whereas in 2011 the figure touched 8,599. The number of missing women was 196 in 2001 whereas in 2010 it rose to 6,514. According to National Crime Records Bureau (NCRB), West Bengal reports the highest number of cases of trafficking. West Bengal has a share of 44 per cent of the trafficking cases in India. In the context stated above the project idea is very much relevant.

The project is more relevant because it was trying to improve the lives of the most vulnerable and the most marginalised sections of population, the voiceless girls under trafficking. The main strategies of the project were procedural correction, strategic litigation and victims' rehabilitation. It has a sustainable plan in developing survivor collective for advocacy and economic empowerment. The programme is highly relevant to the context of the trafficked children and women in 24 Parganas North with high rate of international and internal migration and trafficking resulted by poverty, porous border and large families.

### 5.4.2 Context based Relevance:

#### The survivors

The project reached out to 129 cases out of which 50 cases are legal and 79 cases are rehab, drop out cases are 34 . Average duration of a litigation is nearly four to five years. Sustaining

the motivation level of the survivor is a challenge. The number of litigation, of course, is not very big in comparison to the magnitude of the problem. Still the effort to combat the problem and motivating survivors to engage in the legal battle are relevant. Making victim compensation (VC) is a move towards justice for the trafficked. Getting the claims for VC settled takes a long time even though strict rules are in place. The survivors of trafficking and sexual exploitation are not aware of the provisions for VC and the application procedure. Even the lawyers at the district level are not fully aware of the process. Apathy of duty bearers to the problems faced by the survivors makes the situation worse. Hence, the efforts of the project to support the efforts of survivors to get VC is very much relevant. Though the success rate of such efforts is not very high, in the absence of the project survivors will never be able to put their efforts for VC.

### **The Duty Bearers**

Almost all the trafficking survivors faces discrimination and plain refusal of services from Duty bearers who are expected to provide them with services without discrimination for justice and rehabilitation. The corruption in human trafficking is endemic. Corruption is not restricted to trafficking itself, it pervades even after a victim is rescued, at the stages of investigation and prosecution. Negligence of police officers in investigation is found to be common because it is not a crime of high priority for them. The corruption is not necessarily restricted to bribes alone; it also extends to protection of offenders because of their affiliations with power structures. This collusion between traffickers, negligent or corrupt police officers and powerful leaders in the community makes it difficult for a rescued trafficked person to get justice, compensation and get the trafficker suitably punished. The project puts effort to break this block by sensitizing all duty bearers and motivating victims for litigation. If the project can succeed in making duty bearers accountable, its effect will be long-term and will pervade many areas of human life. Hence, this effort of the project is very much relevant.

### **5. 5. Sustainability and replicability**

- PAT with the support of Sanjog is creating 19 leaders from the survivors who once get empowered will take up the cause and fight for survivors thereby ensuring the continuity of the project.
- Survivors' collectives have been promoted by the project. These organizations of the natural heirs of the project can in future continue the project activities till trafficking comes to an end and after that act as a group to prevent further trafficking. A beginning to this end has been made by the project.
- SHGs and linking them with banks and other government departments can ensure livelihood opportunities for survivors. A beginning has been made by the project here too.
- The change in disposition of duty bearers expected to be created during the project period will remain in the society and survivors will receive discrimination free treatment.
- The engagement of lawyers of DLSA and getting the survivors linked with DLSA opens an alternative option for legal support for the trafficked. This is promising step towards sustainability.
- The deliberate effort made by the project to transfer the necessary knowledge and skills from PAT to survivors' collectives. This measure has high sustainability value.

But it is important to note that as a Network they have neither a formal structure on any legal entity. All PAT members shared that it was the grant by Group Development fund and later by KAMO which is sustaining them. This statement is alarming as the vision or the issue is not aligning them but the funding so without the funding there will be a greater chance for the Network to be dismantled

PAT's creation of a new survivors collective need to be thought well as who will mentor these organisation. PAT is presently thinking of using Bijoyini members as a second line of Utthan but the role clarity and sustainability of these collectives are not yet decided, Bijoyini and Utthan should not clash with each other, nor should they work in isolation. It has to be thought of in advance how the collectives can complement each other.

### 5.6. Innovation

Some of the innovative strategies of PAT used is worth mentioning

- Community based rehabilitation and taking up PIL for the cause of CBR
- SHGs exclusively for survivors empowerment which is not community based but survivors based
- Web-based MIS for data collection which also have rating for duty bearers
- Advocacy with CID for fast investigation
- Interstate Video conferencing
- Hiring of lawyer in Pune for interstate cases
- Crisis Response Team to activate community safety net mechanism to work as shield for trafficking victim survivors and quick intervene after trafficking
- CIT scrutiny team to mentor junior Social Workers by senior Social Workers

### 5.7 Reflexivity

Tahteesh programme created a space and a culture for critical thinking and self-reflection. This culture not only recognized success but also helped the programme to learn from its failures too. There existed transparency among the members of PAT and the open communication and feedback mechanism prevailed within the network is an evidence of this. The leadership of PAT provided the space for reflection and critical thinking. The different coordination meetings provided the space for reflection and critical thinking especially on issues related to programme

PAT is a learning organisation and it has strength to take learning to new actions. The improvisation of the MIS application, formation of CIT review team and community response team, joint advocacy efforts involving PAT, GGBK and Sanjog etc. are a few examples. Internal conflict and the question of financial sustainability are the problems faced by PAT.

### 5.8 Alignment

Clarity of goal among the partners and the common identity of working on human trafficking are two factors led to partnership and this partnership created bonding, trust and a safe space leading to link and align with one another. All these aspects successfully worked with BUP as a

secretariat. At the stage of formation of PAT there was some amount of discordance resulted in parting of two organisations. Thence the remaining partners stayed together with PAT. PAT started working for anti-trafficking from 2005. But it was on rehabilitation mode. A shift towards procedural correction and engagement with criminal justice administration took place with Tafteesh. PAT aligned well with the larger goal of Tafteesh, its objectives and strategies. That 50 out of 129 cases handled by PAT was legal ones for procedural corrections and strategic litigation, 22 and eight cases respectively support this shift in focus.

It was reported that the members of PAT gained from peer support and cross learning and expertise of Sanjog and Tafteesh Lawyers Through this network they got linked with other pool of expertise as well as funding organisations. Further they became capable of influencing the State at provincial and national levels through advocacy on trafficking issues

Social Workers felt that planning for 2016-2019 was top down and the fact that certain terms related to criminal justice process were very difficult for them to address was not considered. They opined that there existed gaps in theory and field realities. They also expressed their demotivation due to delay in judicial process and the risk with which they work. They felt that the role of Tafteesh members in the consortium is not clear and further that the transparency as claimed did not exist because many a times things were shared only with Tafteesh Management Committee alone and such information never trickled down.

#### **Disjuncture between the needs of PAT's social workers and Utthan Council members**

Taftesh as a consortium has also engaged Utthan as a major stakeholder in the consortium. Utthan is a group of peer leaders of the collective of survivors of human trafficking. Almost 19 members of the collective are from North and 2 from South 24 Parganas in West Bengal. The Utthan functions as an advocacy group that engages with the local community as well as government duty-bearers. They have joined Taftesh to represent the voice of the survivors of human trafficking and exploitation. Utthan members are much empowered and have evolved as strong leaders; the leadership of Utthan is presently creating conflict especially between the social workers and the Utthan. The main reason of conflict is the lack of role clarity which is leading to over lapping role between the social workers and Utthan members. Sometimes the over lapping roles of home visit and going to the duty bearers have create a sense of competition rather than complement. The other issue is more sensitive and is related to allegiance and control. The Utthan members were selected from the PAT network but they were nurtured and mentored by Sanjog from 2016 therefore the Utthan members have a very strong mentor mentee relationship with Sanjog , this allegiance created a conflict as PAT network member

## Chapter 6 MAJOR AREAS FOR IMPROVEMENT

A few important areas for improvement are presented below. This does not mean that the other areas of concerns raised in the report are irrelevant or less significant. The following concerns require urgent attention.

### 6.1 Strategic Directions

The vision of PAT reads like a mission statement. The vision and mission <sup>6</sup>statements of BUP, the lead partner which functions as the legal holder of the project under evaluation do not speak about trafficking. Nor does these speak of gender and gender related problems. That BUP failed to change or improve its vision and mission even after leading Taftteesh project is indicating the low level of internalising by BUP of the values and philosophy of the project under evaluation This raises questions on the 'L' of PMERL. There must be deliberate efforts from BUP supported by Taftteesh to internalize the values of the project and BUP is suggested to revisit its strategic directions.

### 6.2 Institutional Arrangement and Learning

The network looks more like an informal arrangement without any written documents (like a common interest statement, constitution, memorandum of association, guiding principles etc.) signed by all members on the partnership. Despite getting organised as a network for more than 14 years the PAT never tried to get it organised as an autonomous as well as legal entity. Nor did the operations of PAT helped to encourage its members, other than two of them, to enhance their legal status. This poses question on 'L' part of PMERL. It gives an impression that the network focused only on implementing activities and did not pay its attention to the capacity strengthening of member-organisations. This is not a healthy trend when the network addresses a very serious problem with stated commitment to human rights. Further, it limits the organizational capacity of PAT (not BUP) to emerge as an autonomous body working for anti-trafficking and seeking as well as obtaining direct independent financial and otherwise support from other stakeholders.

### 6.3 Governance and Decision Making

In the absence of minimum structural arrangements, decisions pertaining to PAT are being taken as per the norms of BUP (not as per the norms of PAT or KAMO) or as per the norms of each partner organisations. Some founding members of PAT were found consistently missing in discussions where decisions on PAT were taken. The PAT has a Governing Board and Executive Committee (three male members from the beginning). Very critical discussions affecting the lives of survivors are taken by BUP in the name of network. The Governing Body of PAT performs its roles as per such decisions of BUP. The members of the Executive

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<sup>6</sup>BUP **vision** to envision a society where people, irrespective of gender, caste, creed, ethnicity and religion can fully utilize their potential to establish a process of socio economic and cultural development and a **Mission** to strives the process of awareness raising, skills, development and provide required resources to bring about a meaningful and sustainable change in human, environment, finance and cultural areas of life.

Committee have never been changed ever since its formation. The essential organisational processes like election, having its own perspective plan etc. were found to be lacking in this network. The network had been formed in 2005 and there was enough time to make it a properly structured institution. More nurturing is required for PAT to make it effective. It is, therefore suggested to introduce minimum and essential institutional arrangements, if the project seriously look into the possible sustainability and ownership of all partners as well as the survivors.

#### **6.4 Human Resources**

There is no standardized qualification and experience prescribed for Social Workers (Four have secondary level, another three have graduate level and three have post-graduate level of education). This definitely affected the quality of outputs because they are the frontline workers of PAT. All primarily responsible for outputs. There were reference on many places in the main report to the poor quality of the work done by social workers.

It seems that the recruitment process is quite non-formal without a rigorous and professional system. The recruitment looked like this: the staff from each partner-organisation was identified by the partner organisations for the positions allocated by PAT for them. There is a generalised job description (JD) but JD based selection has been found to be missing. This system prevents from properly qualified persons with suitable experience being considered for the project.

It is also observed that the secretaries (office bearer) of four out of the eight member-organisations of PAT (NSS, GSS, MATE and KEYA) functioned as social workers for the KAMO project (either for Taftesh or for SLP)<sup>7</sup> leading to conflict interest and operational difficulties. This type of situation was found in the case of the PM, Documentation Officer and even MIS Officer who are as per the PAT organogram occupy higher positions in hierarchy. A related observation is that a few staff members have other commitments too distracting their attention and thereby affecting the quality of work.

#### **6.5 Planning Process**

The arrangement of planning does not provide space for PAT member-organisations and it does not respect spirit of participation even though participation is highlighted as an important virtue of the network. The eight member organisations told, during the briefing and debriefing meetings, that they were not aware of the LFA or the proposal of Taftesh. Even the office bearers of PAT were not clear of the content of the proposal and planning. The representation of social workers in planning meeting was found to be low due to knowledge gap and language barriers. The outcome of the planning meeting with Taftesh lawyers and social workers were never communication on many times to the survivors creating gaps in case management. During the review meetings the discussion was mostly on the operations (how they should implement), not on the concepts and ideas (of why they were implementing). This arrangement will definitely affect the achievement of project outputs and outcomes. It looks

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<sup>7</sup> this was also so for SBMS and GSS but got changed only few months back.

like the project being managed by a single organisation with the label of partnership or network.

### **6.6 Management Information System (MIS)**

The MIS was developed before the commencement of Taftesh under another project for some other purpose. It has been found that adequate customization did not happen with this application to make it suitable for the project under evaluation. The design of the MIS is more inclined towards rehabilitation. The application is still evolving and effort is still being made to update the application more to addressing criminal justice system. The application accepts only those right violations mentioned in CIT and those added through requests to data operator. There is no scope to add a dimension that may have come up between two case plan time frames. Connectivity in remote locations hampers synchronisation of the application with the main database. This leads to delays in onsite data entry. This set back defeats its purpose of immediacy. This also hampers real time data entry thereby monitoring the geo-position of the staff becomes impossible. Lack of understanding of definition of some terms sometimes led to wrong data entry affecting the report. The results are measured as outputs (immediate results such as number of home visits, duty bearers visited etc.) only. The application does not have scope for measuring outcome (intermediate results) and cumulating the results. Another design limitation of the application is that it does not have provision to measure results or achievement against respective targets (for example, number of house visit made by Social Workers against the house visits planned by them) because there is no provision to record targets. The scope for data analysis is limited by design in this application. It allows only the analysis of the efficiency of Social Workers and similar analysis of the other important result areas is not possible. Conversion of the results of analysis to interpretation to arrive at appropriate management decisions is not available in the existing MIS. In the absence of provisions to capture all critical results at output and outcome levels and a scheme for comprehensive analysis, the use of MIS becomes extremely limited.

### **6.7 Results**

Seventy-six (76) per cent of the registered cases were persons below 18 years of age or minors. However, only 60 per cent of such cases were registered under the POCSO. This gives fair chances for such traffickers get away with light punishments. This lead to more such crimes. Only 22 victims filed applications for compensation. Nearly half of them did not apply. Only four applications for compensation were decided and only one out these four received the compensation amount (Rs. 400, 000.00). Case escalation to High court was only five and most of the cases were at district level. Seventy-nine (79) per cent of case were dropped because case certificate documents were not collected. While interacting with the lawyers it came out clearly that many social workers delayed collection of case certificated copies. Most of the traffickers are moving around and only in 13 instances bail applications were rejected and charge sheets were served by the police in 38 cases only. These few pieces of information raises concern on the realization of immediate results by the project.

### **6.8 Community Mobilisation and Creating Safe Environment**

It was found and heard during the discussions that survivors suffered from stigmatization and discrimination. The neighbourhoods (or immediate community) was not fully willing to include survivors and they were always looked down upon. The presence of traffickers who were not punished around creates fear among survivors and their family members. There is very urgent need to change this situation in coordination with local governments and relevant line departments to activate statutory mechanisms like VLCPCs to provide security and safety of the adolescent population, not alone the trafficked.



## CHAPTER 7 RECOMMENDATIONS

| Sl. No.                                                                                                                                                                         | Recommendations                                                                                                                                                   | Addressed to     | Priority |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------|
| <b>1 For Governance</b>                                                                                                                                                         |                                                                                                                                                                   |                  |          |
| 1.1                                                                                                                                                                             | OD process for the partner organisation of PAT for developing guidelines for running and functioning as a network                                                 | PAT and KAMO     | High     |
| 1,2                                                                                                                                                                             | Perspective plan and sustainability plan for PAT network                                                                                                          | All 8 CBOS       | High     |
| 1.3                                                                                                                                                                             | Rest of the 6 CBOS capacity should be strengthening to handle for approaching other donors                                                                        | CBOS under PAT   | Moderate |
| 1.5                                                                                                                                                                             | Seed fund for capacity building and OD                                                                                                                            | KAMO             | Moderate |
| <b>2 Human Resource</b>                                                                                                                                                         |                                                                                                                                                                   |                  |          |
| 1.1                                                                                                                                                                             | Capacity upgradation of PAT staff for advance training (planning, documentation, legal aid) and also enhancing education level                                    | KAMO and Sanjog  | Moderate |
| 2.2                                                                                                                                                                             | HR policy and recruitment as per the policy of BUP or PAT should have its own guideline for recruitment                                                           | All 8 CBOS       | High     |
| 2,3                                                                                                                                                                             | Revisit the appointment letter, if BUP gives appointment, then other 7 organisation can go for deputing their staff to BUP                                        | All 8 CBOS       | High     |
| 2.4                                                                                                                                                                             | Appraisal based work and it should be linked with incentives                                                                                                      | BUP              | Moderate |
| 2.5                                                                                                                                                                             | Bring gender balance amongst staff                                                                                                                                | 8 CBOs           | Low      |
| <b>3.Planning</b>                                                                                                                                                               |                                                                                                                                                                   |                  |          |
| 3.1                                                                                                                                                                             | Develop a participatory operational plan with proper indicator setting                                                                                            | PAT/ Taftesh     | High     |
| 3.2                                                                                                                                                                             | Baseline should be developed for measuring the achievements                                                                                                       | PAT              | High     |
| 3.3                                                                                                                                                                             | CIT revision needs to be done with a proper refresher for the social worker,                                                                                      | Sanjog /KAMO/PAT | Moderate |
| 3,4                                                                                                                                                                             | All the innovations made by PAT needs to be made into concept notes, these concept notes need to be changed into manual for wider dissemination and replicability | KAMO/Sanjog      | Moderate |
| <b>4 MIS and Monitoring: Adequate emphasis should be laid on developing and implementing appropriate. M&amp;E systems which can be used for improving programme performance</b> |                                                                                                                                                                   |                  |          |
| 4.1                                                                                                                                                                             | MIS application should be aligned with the project outcomes of Taftesh, data should be analytical and link with the outcome viz CJS, Rehab and advocacy           | KAMO/BUP         | High     |

|                                                                                                                     |                                                                                                                                          |                    |          |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------|
| 4.2                                                                                                                 | Reporting format should be linked with the LFA of Tafteesh especially the monthly and the annual report                                  | Tafteesh/<br>KAMO  | Moderate |
| 4.3                                                                                                                 | Utilisation of data like app base rating for duty bearers for advocacy                                                                   | KAMO/PAT           | Moderate |
| <b>5 Strengthening the Collectives : For Utthan, Buoying and SHGs</b>                                               |                                                                                                                                          |                    |          |
| 5.1                                                                                                                 | Self Help Group should be linked with government support , capacity building for employment with proper business plan and market linkage | PATs 8 CBOS        | Moderate |
| 5.2                                                                                                                 | Link the survivors with vocational training, job opportunities available when designing the livelihood model for survivors               | PATs 8 CBOS        | Moderate |
| 5.3                                                                                                                 | SOP and concept for the formation of Bijoyoni and its role                                                                               | PATs 8 CBOS        | High     |
| 5.4                                                                                                                 | Utthan members scaled up to next level mostly as decision makers and true resource for PAT and Tafteesh                                  | KAMO/PAT           | Moderate |
| <b>6 Liaising</b>                                                                                                   |                                                                                                                                          |                    |          |
| 6.1                                                                                                                 | Brand PAT as a network should have more visibility, marketing, it should be done digitally as well as through media .                    | PAT                | Moderate |
| 6.2                                                                                                                 | Website of PAT needs to be developed ,                                                                                                   |                    | Low      |
| 6.3                                                                                                                 | State and National level Liasioning with organisation working on same issues                                                             | KAMO               | High     |
| <b>7 Coordination with other stakeholders</b>                                                                       |                                                                                                                                          |                    |          |
| 7.1                                                                                                                 | Enhance coordination through Capacity building of Panchayat leaders ,duty bearers especially district lawyers and police                 | PAT                | High     |
| 7.2                                                                                                                 | Direct interface between Tafteesh Lawyers and survivors                                                                                  | KAMO/Tafteesh /PAT | High     |
| 7.3                                                                                                                 | Increase community awareness programme for reducing the stigma at community level                                                        | 8 CBOS             | Moderate |
| <b>8 Legal aid Ensure justice to survivors which key to this project, to have consistent follow up of the cases</b> |                                                                                                                                          |                    |          |
| 8.1                                                                                                                 | Organize interface between the survivors and the district police representatives and AHTU                                                | All 8 CBOS         | High     |
| 8.2                                                                                                                 | intensify its efforts for coordination among the lawyers (of district, high court and DLSA and the victims                               | All 8 CBOS         | High     |

|                      |                                                                                                                                                                                                                                  |             |          |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|
| 8.3                  | Create platform for more dialogues with the district lawyer on PC, VC                                                                                                                                                            | All 8 CBOS  | High     |
| 8.4                  | Victim preparing for 164 and for prosecution preparation including proper orientation of victims to legal procedures because it was found that there were instances of inadequate victim preparation resulting in weak petitions | All 8 CBOS  | High     |
| <b>9 Traffickers</b> |                                                                                                                                                                                                                                  |             |          |
| 9.1                  | traffickers data base should be given to police both at source and destination for advocacy                                                                                                                                      | KAMO/PAT    | Moderate |
| 9.2                  | The engagement with the traffickers for counselling and sensitization is highly recommended                                                                                                                                      | KAMO/PAT    | Moderate |
| <b>10 Taftesh</b>    |                                                                                                                                                                                                                                  |             |          |
| 10.1                 | Engagement of social workers and survivors in making of policy and strategies of Taftesh                                                                                                                                         | KAMO        | Moderate |
| 10.2                 | Decision making style need to be more participatory instead of top down The decisions should have reflection of field level voice                                                                                                | BUP and PAT | Moderate |
| 10.3                 | The representatives from the survivors' collectives need to be included in the TMC.                                                                                                                                              | KAMO        | High     |
| 10.4                 | Improving salary of human resource of PAT and address the social security /insurance of staff                                                                                                                                    | KAMO/BUP    | Moderate |
| 10.5                 | Develop clear understanding about Taftesh-goal, objectives, structure and develop role clarity of different partners                                                                                                             | KAMO        | Moderate |

## CHAPTER 8 : CONCLUSION

Taateesh is a very unique programme in a consortium mode of operation and PAT network plays an important role in contributing to the consortium with the larger vision of the Taateesh to change the criminal justice systems. As a network PAT model found to be strategic and very dynamic, but effort needs to be made to strengthen the capacity of the network and individual organisations involved in the network. The network still operated from the mode of an implementing organization. There is a huge scope for the network to be taken to the next level of being a resource which can provide pool of expertise on addressing trafficking issues especially rehab and legal issues. It is important for KAMO and for the PAT network to focus deep on the issue of sustainability and fund raising. For this the KAMO needs to invest on the leadership capacity of each individual organisation.

The affirmation from PAT network on how they want this network to function in future is very important. It was found that the project is relevant. Hence it is expected by the evaluation team to continue the project taking recommendation into due consideration.

The evaluation team also requests to enhance the staff efficiency and they must be more professionally equipped. The case handled both legal and rehab per staff is less than the average which needs to be changed. This inefficiency of handling the case cannot only be attributed the corruptions of the duty bearers. The inefficiency of the staff is also a factor. Kamo support of giving private legal aid through Taateesh lawyer and technical support though Sanjog should be utilized by PAT network at its optimum level. There is no target set by the programme. This needs to be changed and target based indicators need to be set for better monitoring and measuring the achievements.

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Annexure