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ANTI-TRAFFICKING INITIATIVE

Year One Work Plan: October 2004 – September 2005

Contract No. GEW-I-00-02-00016-00

Submitted to:
United States Agency for International Development

Submitted by:
Chemonics International Inc.

November 2004

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EXECUTIVE SUMMARY

Every year hundreds of thousands of people, most of them women and children, are exploited, bought and sold, tricked or forced into deplorable situations from which they have little hope of escape. The trafficking of human beings has developed into a global criminal enterprise netting perpetrators billions of dollars annually. Attitudes toward women as second class citizens, or as mere chattel, combined with declining economic situations and open borders, have increased human trafficking around the world. While trafficking methods vary from region to region, every country in the world has been affected by this human rights challenge.

As one of the many U.S. Government efforts to respond to the global trafficking issue, USAID awarded the anti-trafficking task order to Chemonics International and its subcontractors, Creative Associates, the International Research and Exchanges Board, Charney Research and Partners of the Americas on September 30, 2004. The task order will provide technical services to support USAID/Washington and field missions as they pursue anti-trafficking initiatives. This project has three major components including:

- technical assistance to USAID field missions and operating units to strengthen the quality of their anti-trafficking programming and expand the agency's knowledge of trafficking issues;
- technical support for the Office of Women in Development (EGAT/WID) in its role as anti-trafficking coordinator; and
- initiation of pilot projects covering path breaking and high priority anti-trafficking issues in selected missions.

Any mission or USAID operating unit may request technical assistance, and the EGAT/WID office will determine which requests will be given priority. Technical assistance may range from simple research activities to the completion of field assessments that occur over a number of weeks.

Trafficking is a development issue that adversely affects women and children. EGAT/WID's development work in support of women and children is an essential element in the fight against trafficking. This complex issue requires a clear understanding of gender roles and how women, men and children become involved in this phenomenon either as victims or perpetrators. The technical assistance provided under this task order will build on the development work of the EGAT/WID office to find sustainable solutions to protect people from being victimized. Together, we will address the root causes of trafficking and support the U.S. Government's integrated approach to prevention, protection and assistance for victims, and prosecution of traffickers. The project will coordinate with other U.S. Government agencies as well as international agencies and other anti-trafficking implementers to share best practices and avoid duplication of efforts.

As a result of the technical assistance provided under this task order, the EGAT/WID office will be positioned as the leading resource of information on trafficking and will be an effective coordinator of USAID's anti-trafficking initiatives. USAID missions and other operating units will be better equipped to address trafficking through development activities, and public awareness of this problem will be increased. The EGAT/WID office will be enabled to help USAID respond quickly to emerging priorities in U.S. Government anti-trafficking efforts.

ANTI-TRAFFICKING INITIATIVE: YEAR ONE WORK PLAN: OCTOBER 2004 – SEPTEMBER 2005

A. Introduction

A1. Contract Background

In many countries women are not valued as equal members of society but rather as property to be bought and sold. This attitude, combined with other socio-economic factors, lends itself to the perpetuation of one of the greatest human rights challenges we are facing in the 21st century. Trafficking in persons is a worldwide phenomenon that has continued to grow, both in numbers of persons affected and in earnings for perpetrators, over the past ten years. Recent U. S. Government figures estimate that 800,000 to 900,000 people are trafficked across borders annually, earning perpetrators \$7-10 billion per year. Victims of trafficking are forced into slavery, prostitution, and domestic labor. Every region of the world is either a source, transit, or destination country, or in many cases a combination of these categories. Traffickers acquire victims in a variety of ways ranging from phony job offers to kidnapping. While the nature of trafficking varies by region, the majority of victims are women and girls. Poverty, lack of equal opportunity, war, and economic circumstances are just some of the contributing factors.

While the facts present a discouraging and disturbing picture of this global phenomenon, there is much reason to hope that the trends can be reversed. The challenge of combating trafficking is indeed a serious and daunting task but one that must be met with determination and perseverance. As part of U.S. government efforts to address this challenge, the USAID Office of Women in Development awarded the Anti-Trafficking task order under the Women in Development (WID) indefinite quantity contract (IQC) to Chemonics International, Inc. and its subcontractors, the International Research and Exchanges Board (IREX), Partners of the Americas (POA), Creative Associates, and Charney Research. The Anti-trafficking initiative is a three-year worldwide project designed to support USAID/Washington and field mission in identifying and developing activities to address trafficking.

The United States and the world community are pursuing bilateral and multilateral programs and initiatives designed to combat trafficking. A coordinated U.S. Government effort includes USAID programs in more than 40 countries that address prevention, prosecution of perpetrators, and protection of victims. The U.S. Government also coordinates with international and regional organizations, NGOs, and other governments to develop effective methods for combating this growing problem. The international community has developed a Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children, in conjunction with the United Nations Convention Against Transnational Organized Crime. These and other United Nations' conventions on children's rights and labor issues form the basis of international law and the standard for national legislation on trafficking.

The Trafficking Victims Protection Reauthorization Act of 2003, which amends the Trafficking Victims Protection Act of 2000, further promotes prosecution of traffickers

and enhances assistance to victims. It requires the Department of State to scrutinize more closely the efforts of governments to prosecute traffickers as well as evaluate whether our international partners have progressed over the past year in eliminating trafficking in persons. Training for foreign law enforcement and immigration officers to intercept traffickers and victims at the border is being provided as part of State Department and Department of Justice initiatives. Through embassies and consulates worldwide, the United States works to heighten public awareness and coordinate with local governments to develop effective programs to combat trafficking.

This task order will coordinate with and compliment on-going initiatives of the U.S. Government and international community to strengthen the quality of programming and enhance the work of the EGAT/WID office in its role as the anti-trafficking coordinator for USAID. The development assistance of USAID addresses the root causes of trafficking and supports an integrated approach to prevention, protection and assistance for victims, and prosecution of traffickers. The U.S. State Department estimates that 80 percent of trafficked persons are female. Therefore, the development work of the EGAT/WID office is an essential component in combating trafficking. This anti-trafficking task order will support the WID office with technical assistance that ensures that the gender dimensions of this phenomenon are not overlooked.

A2. Project Overview

The technical assistance provided under this task order will support USAID/Washington and field missions in identifying and developing activities to address trafficking, in reviewing and assessing existing activities, and in the design and implementation of new activities that address trafficking issues. These services will fall into three broad categories including:

- technical assistance to field missions and USAID/Washington
- support for the EGAT/WID office in its role as USAID/ anti-trafficking coordinator; and
- initiation of pilot projects for path breaking and high priority anti-trafficking issues.

The technical assistance under this task order will support the EGAT Bureau's strategic objective #8: *Gender considerations in USAID's development, humanitarian and transition work better reflected*. The technical services and activities will support both intermediate results in the EGAT/WID office results framework including:

- IR#1: New knowledge/information on gender issues generated and disseminated; and
- IR#2: Organizational and technical capacity to apply gender-responsive approaches increased.

The purpose of the technical assistance provided under this task order is to help field missions and USAID Washington operating units to strengthen the quality of their anti-trafficking programs and to expand the agency's knowledge of trafficking issues. Any

USAID mission or other operating unit may request technical assistance and the EGAT/WID office, in consultation with regional bureaus, will determine which requests will be given priority. As many as twenty (20) technical assistance assignments for USAID field missions and operating units may be carried out during the three year task order period.

The EGAT/WID office coordinates the anti-trafficking work of USAID. This work includes preparing briefing papers, talking points and congressional testimony on trafficking for agency leadership; sharing knowledge on trafficking issues and events throughout the agency; and compiling and monitoring USAID anti-trafficking activities. Assistance through this task order will support EGAT/WID in effectively carrying out these tasks and fulfilling its roles as the anti-trafficking coordinator for USAID. This assistance will include the production of an annual publication on USAID anti-trafficking initiatives, production of one to three additional publications on anti-trafficking topics including best practices and lessons learned, preparation of a quarterly anti-trafficking events calendar, production of electronic presentations, and research on trafficking issues.

From time to time USAID will undertake anti-trafficking activities that go beyond the strategic objectives of individual missions or that arise as a result of emerging U.S. Government policy. Services from this task order will provide USAID with the capability to initiate pilot projects with selected missions to address those needs. EGAT/WID, in collaboration with USAID/Washington regional bureaus will identify missions interested in participating in pilot project activities. Chemonics will then carry out an assessment mission to that country, prepare an action plan and implement the action plan. Action plans for pilot projects will not exceed a two-year time span. Activities for pilot projects may address cross border issues, sex tourism, mapping victim vulnerability factors to provide an early warning system, campaigns to elevate the status of women in society, or other issues that may arise through assessment and implementation of this task order.

A3. Anticipated Impact

This task order will support both USAID/Washington and field missions in building a comprehensive response to trafficking issues that will strengthen the quality of programming and expand the agency's knowledge. This support will allow the EGAT/WID office to coordinate all of USAID's anti-trafficking activities, share knowledge on issues and events, provide relevant data and background information, and to serve as the agency leader in the fight against trafficking. The project response will be comprehensive, integrating best practices and lessons learned worldwide, and will focus on prevention through raising awareness and building capacity. The anti-trafficking task order team will work with USAID to address trafficking in countries of origin, transit, and destination through collaboration and partnerships across borders and with local organizations. Governments, agencies and NGOs will be enabled, through technical cooperation, to manage the problem and to assist and protect victims by offering immediate access to services, shelter, return, and reintegration.

Merely combating the symptoms of trafficking is inadequate; the project will provide a cooperative front to tackle the root causes, including poverty, gender discrimination, and lack of education. The U.S. State Department estimates that 80 percent of trafficked persons are female and 50 percent are children. The lack of economic opportunities for women in most developing nations leaves them vulnerable to various trafficking schemes.

The reality of the post conflict situation and economic transition have weakened the position of women in the labor market, causing more women to be unemployed and the feminization of poverty, which in turn has resulted in increased migration especially among younger women.

UNICEF report on Trafficking in Human Beings in Southeastern Europe June 2002

Women and girls are subject to exploitation because their rights to education and self-determination in their home countries are so often ignored. When women are not valued, trafficking increases. Our approach will focus on the connection between gender relations and trafficking, which is powered by the demand for commercial sex and depends on the absence of basic rights for women. This focus will support the work of USAID as a development agency that recognizes and addresses gender-related issues that hinder progress in developing countries.

Through technical assistance and proposed short-term activities, we will achieve the following results:

- EGAT/WID will be positioned as a leading resource for trafficking information and an effective coordinator of USAID's anti-trafficking initiatives.
- USAID missions will be better equipped to reinforce and integrate anti-trafficking initiatives into other mission activities, including economic growth and democratic governance.
- Publication and tracking of policies, procedures, best practices, and lessons learned will support trafficking prevention and prosecution.
- Public awareness of trafficking will increase, with higher importance placed on assisting and supporting victims through rescue, repatriation, and recovery.
- Using modern technology, a worldwide network of practitioners, experts, and organizations will be established to facilitate a global response.
- EGAT/WID will be positioned to respond quickly to emerging priorities in U.S. government anti-trafficking efforts.

B. Role of the Anti-trafficking Initiative

B1. Project Vision and Guiding Principles for Implementation

Anti-trafficking initiatives require an understanding of gender roles and how men, women and children become victims and perpetrators for different reasons and in a multitude of ways. This issue must be addressed at both the policy level as well as at the people level. The anti-trafficking initiative will work to achieve lasting change and identify best practices and lessons learned that could be replicated worldwide.

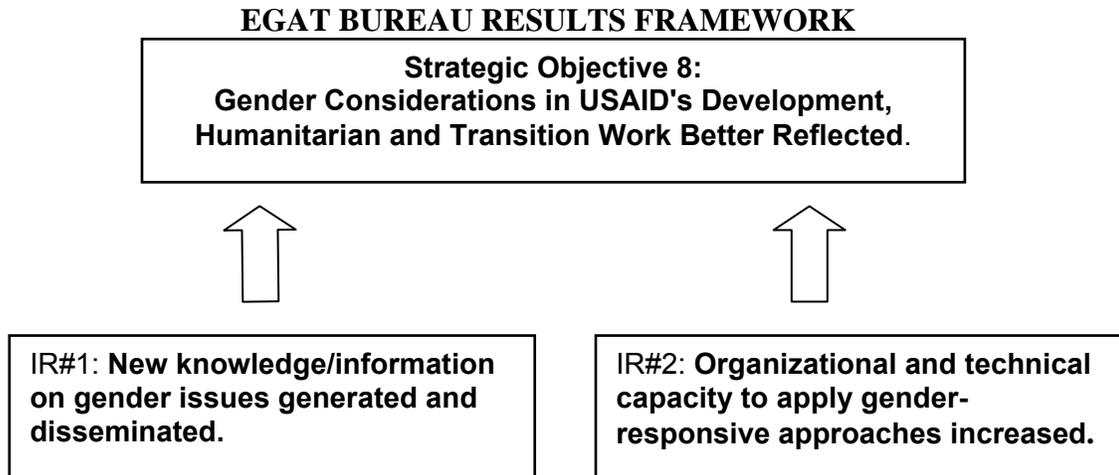
The most effective way to tackle trafficking-related problems is through a multidisciplinary, coordinated approach among national, regional and international level

players, combining prevention, prosecution, and protection strategies. Activities under the task order will support the EGAT/WID Office and USAID missions in their efforts to address trafficking issues by utilizing the following guiding principles:

- **Coordinate and leverage resources in cooperation with other donors, NGOs and international organizations.** The anti-trafficking initiative will coordinate with other development projects and initiatives that address local needs without reinventing the wheel. The project will incorporate lessons learned locally and globally, and construct new models, as appropriate.
- **Collect and share knowledge, building on the data already existing.** A plethora of information exists on a variety of trafficking issues and responses. We will build on that data, organizing it in a manner that can be effectively utilized. We will also share this knowledge with other implementers and other U.S. Government agencies and international organizations united in the front to combat trafficking.
- **Build on prior anti-trafficking project initiatives and lessons learned.** A myriad of initiatives have developed over the years, many with promising results. We will build on prior initiatives that have demonstrated an ability to prevent trafficking and support victims. We will build on lessons learned and continue to collect and disseminate new lessons as they emerge.
- **Foster and strengthen local partner's capacity to ensure sustainability of anti-trafficking initiatives.** Local knowledge is one of our greatest tools in the fight against trafficking. While similarities exist worldwide, every region and country has specific nuances that feed into this phenomenon. In order to ensure effective and sustainable programming, we will work closely with local partners and increase their capacity to fight trafficking in their country or region.
- **Remain flexible to adapt quickly to EGAT/WID office and mission needs.** We are well aware of the varied needs of USAID units and missions and will not propose a one size fits all program. Rather, we will remain open and flexible to fashion responses that meet the needs of a particular operating unit or field mission. We will respond quickly and support the EGAT/WID office in its anti-trafficking coordinator role.

B2. The EGAT Bureau Strategic Objective #8 Framework

The chart below details the EGAT Bureau’s results framework, including the strategic objective and two intermediate results:



This results framework takes into consideration the obstacles faced by women, especially poor women, and also gives serious attention to road blocks to effective national development. The cost of gender inequalities and discrimination are now well recognized, including the effects of economic inefficiencies and decreased productivity. Women and girls bear the largest and most direct burden in terms of being adversely and disproportionately affected by violence, trafficking and HIV/AIDS. Integrating gender issues into program planning, implementation, and assessment ensures that development programs will achieve their desired results and lead to sustainable progress.

As noted in the EGAT Bureau’s Strategic objective plan, “USAID’s effectiveness as a development agency is directly linked to its ability to recognize and address gender-related issues that are holding back progress in developing countries.” To achieve this strategic objective, interventions must test new or improved ways of addressing long-standing development challenges. Interventions must devise effective responses to emerging challenges in developing countries, in cooperation with USAID missions. These responses should strengthen USAID’s institutional response to gender related issues and enhance the skills of USAID personnel and their development partners in gender analysis.

The anti-trafficking task order will support both components of the EGAT Bureau’s strategic objective. The task order will ensure that new knowledge/information on gender issues is generated and disseminated (IR#1) by continuing to initiate and support work on issues with critical gender dimensions including anti-trafficking. This initiative will assist in the implementation of anti-trafficking activities that break new ground, as well as building on other USAID work that has regional benefits or makes an important

contribution to USAID and U.S. Government anti-trafficking efforts. In support of IR#2 the task order will assist missions and other USAID units in identifying and developing activities to fight trafficking; developing policies, strategies and indicators on trafficking; and evaluating existing anti-trafficking activities.

B3. The Anti-trafficking Initiative Results Framework

Trafficking is a development issue that must be dealt with through thoughtful and responsive development initiatives. Work under this task order will be conducted in tandem with existing USAID development projects and in coordination with USAID operating units and field missions. Our activities will focus on the intersection between gender relations and trafficking and will seek to alleviate the exploitation or absence of basic human rights for women. Tackling gender inequity while applying local and international legal tools will enable anti-trafficking efforts at all levels to work more effectively. To support the strategic objectives and intermediate results of the EGAT Bureau's results frameworks, achievements for the anti-trafficking initiative will be reported using the following indicators:

► SO #8: Gender Considerations in USAID's Development, Humanitarian and Transition Work Better Reflected

- ▲ IR #1: New knowledge/information on trafficking issues generated and disseminated
 - Indicator 1* – number of activities or new sources of information developed to increase the level of knowledge on trafficking issues
 - Indicator 2* – number of anti-trafficking activities implemented that break new ground, build on other USAID work, have potential regional benefit or make an important contribution to USAID/USG anti-trafficking efforts

- ▲ IR #2: Organizational and technical capacity to implement anti-trafficking initiatives increased
 - Indicator 1* – number of changes to national law or ratification/accession to international instruments that help combat trafficking
 - Indicator 2* – number of missions or USAID operating units that identify and develop activities to fight trafficking
 - Indicator 3* – number of missions or USAID operating units that develops policies, strategies or indicators on trafficking
 - Indicator 4* – number of evaluations of existing anti-trafficking activities

C. Detailed Work Plan

C1. Design and Implementation Approaches

U.S. Government policy on trafficking will guide the design and implementation of project activities. The U.S. Government commitment to enhancing both domestic and international legal and political tools; awareness raising; assistance for survivors; and prevention strategies, sets the stage for a multidisciplinary, coordinated strategy. Long-term team members Teresa Cannady (COP) and the DCOP will work closely with EGAT/WID to develop appropriate activities and responses that are tailored to the needs of individual USAID operating units and field missions.

C2. Technical Assistance to field missions and USAID/Washington

Overview and strategy. The purpose of this technical assistance is to assist USAID field missions and USAID Washington operating units to strengthen the quality of their anti-trafficking programs and expand the agency's knowledge of trafficking issues. The anti-trafficking task order team will complete technical assistance assignments for USAID upon request, up to a total of twenty assignments over the next three years. Length and complexity of assignments will range from the production of short documents to field-based activities completed over a number of weeks. Any mission or operating unit may request this technical assistance, and the EGAT/WID office will determine which requests will be given priority.

Key activities. Key activities include:

- assessments of USAID and/or other donor activity in anti-trafficking,
- literature reviews,
- overviews of trafficking situation in a specific country or region,
- strategic planning of USAID anti-trafficking activities,
- development of indicators, and
- reports on other donor activity in anti-trafficking.

Resources. Assessment trips will be led by one of the long-term team members in coordination with an appropriate number of short-term consultants. Short-term consultants will be selected for assessment trips based on their expertise in a particular region or on particular skills needed for the trip. Short-term consultants will also be utilized for the completion of reports, overviews, and literature reviews, when they go beyond the expertise or time limitations of long-term staff.

Benchmarks. The benchmarks for the work plan period are:

- completion of all assessments assigned by EGAT/WID
- development of indicators for trafficking programs
- completion of reports on anti-trafficking activities

C3. Support for the office of Women in Development (EGAT/WID) in its role as USAID's anti-trafficking coordinator

Overview and strategy. As the coordinator for all USAID anti-trafficking efforts, the EGAT/WID office is called upon to provide information and support to all other USAID units. The technical assistance under this task order will provide the tools necessary to ensure seamless coordination and effective dissemination of anti-trafficking materials and information. During this year a total of fourteen (14) requests for this type of assistance may be made. The complexity of these activities range from information gathering that may take a matter of hours to the production of the annual EGAT/WID anti-trafficking publication.

Key activities. Key activities will include:

- drafting talking points and congressional testimony,
- production of the USAID annual anti-trafficking activity report as well as other publications,
- the development and dissemination of a quarterly anti-trafficking events calendar,
- preparation of electronic presentations, and
- research via internet searches or through reference checks.

Resources. Short-term consultants will be utilized in the writing and production of the anti-trafficking activity report. Long-term staff will oversee the development and distribution of the events calendar, conduct research and prepare electronic presentations.

Benchmarks. The benchmarks for the work plan period are:

- completion of the anti-trafficking activity report,
- regular completion and distribution of an anti-trafficking events calendar,
- preparation of presentations, and
- completion of research requests.

C4. Design and implementation of pilot activities covering path breaking and high priority anti-trafficking issues in selected missions

Overview and strategy. Pilot activities will be developed to respond to needs that may arise as a result of an assessment or in response to emerging U.S. government policy. These activities may reach beyond the strategic objectives of individual missions, such as cross border anti-trafficking initiatives. Pilot activities will allow USAID to respond quickly to emerging priorities in the U.S. Government and provide appropriate activities to enhance those priorities. The technical services under the task order will provide EGAT/WID with the capability to initiate up to four (4) pilot projects over the life of this task order. EGAT/WID, in partnership with regional bureaus, will identify missions interested in participating in pilot activities. The anti-trafficking task order team will then carry out an assessment mission to that country; prepare an action plan; and implement

the action plan. The length of the action plan will not exceed two years. It is anticipated that during the first year of this project potential missions will be identified, with pilot projects anticipated to begin in year two.

Key activities. Possible pilot projects will include a focus on:

- sex tourism,
- cross-border initiatives,
- public awareness campaigns to raise the status of women, and
- a trafficking early warning system.

Resources. Long-term team members, Teresa Cannady and Tal Raviv, will work closely with the EGAT/WID office to determine what activities may be appropriate for future pilot projects. If requested we will also provide input into the selection of missions as recipients of the pilot projects.

Benchmarks. The benchmarks for the work plan period are:

- Identification of potential pilot project activities
- Identification of recipient missions for pilot project activities

D. Program Management and Monitoring and Evaluation

D1. Financial and Administrative Systems

Chemonics' administrative and financial management systems ensure maximum efficiency of available resources, accurate reporting and accountability, strict compliance with USAID regulations, up-to-date budget monitoring, and cost-effective commodity procurement. Throughout implementation the project management unit (PMU) will ensure that all project financial and administrative systems are adhered to and maintained. The PMU includes Senior Manager Mary Hill Rojas, Project Administrator Yung-Ting Kung, and Assistant Project Administrator Najja Bracey. Primary tasks during this work plan period will include:

- **Financial and Administrative Compliance.** In order to ensure compliance with USAID financial regulations and Chemonics Home Office accounting procedures, the PMU will monitor and track project and subcontract funds, review project expenditures, prepare monthly invoices, and update policies and procedures as needed.
- **Subcontractors.** The PMU will continue to prepare and manage all subcontracts issued throughout the life of the project and ensure that subcontracting entities abide by USAID regulations and provide the expert technical assistance required by the project.

- **Technical Support.** Weekly core staff meetings will be held to ensure that the project is on target and resource needs are met. The PMU will monitor personnel and technical assistance needs and hire short-term technical assistance as necessary.
- **Information Systems.** The PMU will continue to ensure that the contact and document databases, resource library, and project files are updated and maintained regularly.

D2. Communications Plan and Products

Communications Plan. Communications are a crucial element of any project, especially one that operates on a worldwide basis with various USAID operating agencies and field missions. A key activity within the Program Management component will be the sharing of information with the EGAT/WID office, USAID missions, partner organizations, and project recipients. Developing systems that provide clear, regular, and informative communication will ensure that project activities match USAID and stakeholder goals and needs. The following tasks for year one include:

1. **Determine the role of communication in the project.** The anti-trafficking initiative team, in collaboration with EGAT/WID, will clearly determine the communication needs for the project and agree on a strategy for achieving necessary results. This includes analyzing EGAT/WID office and project objectives, target mission program goals, and regional opportunities for enhancing anti-trafficking initiatives.
2. **Maintain communication with EGAT/WID personnel and missions:** Chemonics strives to maintain excellent business relations with USAID and host-country partners, and to be responsive to client needs. Regular communication, a flexible outlook, and creativity are essential components of a productive relationship. In order to launch the project effectively, the anti-trafficking task order project team will work closely with the EGAT/WID cognizant technical officer (CTO) to develop action plans and implement activities. As assignments arise in various missions, the project team will communicate directly with missions personnel to:
 - Share information about the project
 - Introduce mission personnel to the importance of strengthening anti-trafficking initiatives
 - Work closely with mission personnel to identify assessment or program needs
 - Following USAID approval, provide effective and efficient technical expertise to enhance and support on-going initiatives

Bi-weekly meetings will be conducted between the CTO and the COP in order to stay abreast of all activities and to respond quickly to emerging requests.

- 3. Network with key domestic and international organizations with similar focus:** The anti-trafficking initiative plays a very important coordinating role within the international development community. Through a dedicated focus to anti-trafficking the project can coordinate with domestic and international organizations and serve as an expert resource to new and ongoing programs. In order to stay at the forefront of the field, the project team will network with organizations working in international development, the gender field, and women's empowerment.

D2. Communication Products.

A variety of communication products will be utilized to promote the work of the anti-trafficking initiative, ensure effective implementation, and highlight project successes. These products will include the following:

- 1. Project "one-pager."** A one page fact sheet will be developed detailing the objectives of the task order, background information and proposed assistance to respond to the issues. The information sheet will also include the list of subcontractors, project duration and value. This informational sheet will be used to introduce the project to field missions and other coordinating partners.
- 2. Brochure.** A brochure will be developed highlighting the trafficking issues faced in various regions of the world and initiatives being undertaken to meet those challenges. The brochure will be limited to two colors for low production costs. The brochures will be distributed to USAID partners, field missions, operating units and interested members of the public.
- 3. Annual anti-trafficking activities report.** The annual report will highlight the worldwide trafficking challenge and responses that are underway. The report will detail activities conducted by USAID divided by regions, including: Africa, Asia, Central and southeastern Europe and Eurasia, and Latin American and the Caribbean.
- 4. Events calendar.** A quarterly events calendar will be prepared and distributed to all interested partners highlighting upcoming seminars, brown bags, and presentations on trafficking related topics. This calendar will be maintained in an electronic format for easy distribution and reproduction. The calendar will be updated and distributed bi-weekly for the current quarter.
- 5. Project success stories.** The project will gather success stories to be shared with USAID and key stakeholders on a quarterly basis, either as a part of the quarterly report or separately when warranted. Success stories will be presented in a style that draws readers in with exciting information, human-interest stories, and complimentary graphics. They will be presented in a format that easily enables recipients to reproduce and redistribute stories.

6. **Best Practices/Lessons Learned and other specialized reports.** As requested by USAID, specialized reports on trafficking topics as well as best practices and lessons learned will be prepared. The final project report at the end of year three will include a special section on “lessons learned.”

D3. Performance Monitoring and Evaluation

Chemonics’ approach to project design and implementation is guided by the goal of obtaining meaningful and measurable results. Our approach is clear and results driven, presenting USAID with a total results package. In addition, reporting will be a core effort throughout the life of this project. This includes regular periodic reports, such as annual reports and work plans, quarterly reports, etc. Additional reports may result from specific requests and/or specifications of individual activities (e.g. data collection instruments, training manuals, interviews, reports and materials). Key tasks include:

- **Develop monitoring and evaluation (M&E) review system:** Working with a Chemonics’ M&E Specialist, the anti-trafficking team will design an M&E review system that provides critical information to guide implementation of project activities towards attainment of project objectives. The M&E plan will provide the foundation for tracking the project’s delivery of expected outputs and quantitative impacts to measure progress, as well as supporting USAID’s M&E needs.
- **Train staff to use M&E system:** The M&E specialist will work with the anti-trafficking team to implement the various databases and spreadsheets for M&E data collection. The project team will be trained to maintain and utilize the system for project monitoring and reporting needs.
- **Review program implementation progress against work plan:** On a quarterly basis, the anti-trafficking team will evaluate project progress against the work plan to ensure that tasks are being achieved effectively and in a timely manner.
- **Submit reports:** The work plan and M&E system will be the basis for submitting quarterly, annual, best practice, travel, and all other reports required by the contract to USAID. By combining proven methods, processes, and tools, Chemonics will achieve a high level of oversight and performance as we work toward the achievement of project goals.

Resources. The primary individual responsible for the Program Management component is the Chief of Party, who will be supported by the Project Administrator, and Assistant Project Administrator. Home-office database, monitoring and evaluation, and communications specialists will assist with the design and implementation of individual tasks.

Benchmarks. The four benchmarks for the program management component include:

- Work plan submitted to USAID
- Subcontract, administrative, and financial compliance with USAID regulations achieved
- Communications strategy in place
- M&E systems, including results framework, finalized

ANNEX A – WORK PLAN GANTT CHART

k Order

Activities for Achievement	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Responsible Parties
Set up administrative systems	■	■											Team
Create electronic and hard copy filing system	■	■											PA,APA
Set up resource library	■	■											PA,APA
Establish management structure and personnel policies	■												COP, PA, SM
Develop and implement a communications strategy for project activities and with USAID	■	■	■	■	■	■	■	■	■	■	■	■	Team
Ensure compliance with USAID financial regulations and Chemonics home-office accounting procedures	■	■	■	■	■	■	■	■	■	■	■	■	PA, APA, SM
Monitor and track project funds	■	■	■	■	■	■	■	■	■	■	■	■	PA, SM
Maintain communication with EGAT/WID (CTO and CO) and missions	■	■	■	■	■	■	■	■	■	■	■	■	COP,DCOP, SM
Review program implementation progress against work plan			■		■			■				■	COP, DCOP, SM
Maintain M & E Systems			■	■	■	■	■	■	■	■	■	■	Team
Collect information and examples for best practices report			■	■	■	■	■	■	■	■	■	■	Team
Develop and maintain quarterly events calendar	■	■	■	■	■	■	■	■	■	■	■	■	APA
Identify/hire writer for annual USAID trafficking report		■											COP, PA
Writing of annual USAID trafficking report			■	■									STC
Finalize and distribute trafficking report					■								Team
Identify missions to receive assistance, in consultation with CTO			■	■	■	■	■	■	■	■	■	■	COP
Develop assessment tools/training materials			■	■	■	■							COP,DCOP
Conduct assessments			■	■	■	■	■	■	■	■	■	■	COP,DCOP,STC
Prepare quarterly and annual reports			■			■			■				COP,DCOP
Conduct research assignments			■	■	■	■	■	■	■	■	■	■	COP,DCOP,STC
Prepare presentations/talking points/country information analysis			■	■	■	■	■	■	■	■	■	■	COP,DCOP,STC
Determine recipient countries for pilot projects, in coordination with CTO							■	■	■				COP, DCOP
Develop pilot project plans									■	■	■		COP, DCOP

ANNEX B – ORGANIZATIONAL CHART

Below is an organizational chart depicting the roles of the team members and relationships with USAID missions:

