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FINAL PERFORMANCE EVALUATION FOR USAID BANGLADESH COUNTER TRAFFICKING-IN-PERSONS ACTIVITY

May 10, 2021

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May 10, 2021

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USAID Bangladesh Monitoring, Evaluation, and Learning (BMEL) Activity

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USAID Bangladesh Counter Trafficking in Persons Activity

| | |
|------------------------------|---------------------------------------------------------------|
| USAID Activity Name: | Bangladesh Counter Trafficking-in-Persons Activity (BC/TIP) |
| Cooperative Agreement No: | AID-388-A-14-00003 |
| Total Estimated Amount \$: | \$11,761,664 |
| Lead Implementing Partner: | Winrock International |
| Development Objective: | DO 1: Citizen confidence in governance institutions increased |
| Activity Dates: | October 24, 2014 – May 31, 2021 |
| Activity Geographic Regions: | 20 districts |

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ACRONYMS

| ACRONYM | DESCRIPTION |
|-------------|------------------------------------------------------------------|
| 4P Paradigm | Prevention, Protection, Prosecution, and Partnerships |
| a2i | Access to Information |
| AD | Additional Director |
| ACT | Actions for Combating Trafficking-in-Persons |
| AR | Awareness-Raising |
| ARP | At-Risk People/Populations |
| BAIRA | Bangladesh Association of International Recruiting Agencies |
| BCC | Behavior Change Communication |
| BC/TIP | Bangladesh Counter Trafficking-in-Persons |
| BGB | Border Guards Bangladesh |
| BITA | Bangladesh Institute of Theater Arts |
| BMEL | Bangladesh Monitoring, Evaluation, and Learning |
| BMET | Bureau of Manpower, Employment, and Training |
| BOESL | Bangladesh Overseas Employment and Services Limited |
| CA | Cooperative Agreement |
| CBO | Community-Based Organization |
| CBSG | Capacity Building Service Group |
| CM | Child Marriage |
| CMRA | Child Marriage Restraint Act |
| COP | Chief of Party |
| COVID-19 | Coronavirus Disease 2019 |
| CSO | Civil Society Organization |
| CTC | Counter-Trafficking Committee |
| CTIP | Counter Trafficking-in-Persons |
| CVE | Countering Violent Extremism |
| CWCS | Center for Women and Children Studies |
| DAM | Dhaka Ahsania Mission |
| DCOP | Deputy Chief of Party |
| DEMO | District Employment and Manpower Office |
| DLAC | District Legal Aid Committee |
| DO | Direct Observation |
| DRM | District Referral Mechanism |
| DSS | Department of Social Services |
| EQ | Evaluation Question |
| ET | Evaluation Team |
| FBO | Faith-Based Organization |
| FGD | Focus Group Discussion |
| GBV | Gender-Based Violence |
| GFEMS | Global Fund to End Modern Slavery |
| GOB | Government of Bangladesh |
| GO-NGO | Government and Non-Government Organization partnership |
| HQ | Headquarters |
| HR | Human Rights |
| HT | Human Trafficking |
| ICITAP | International Criminal Investigative Training Assistance Program |

| ACRONYM | DESCRIPTION |
|----------------|----------------------------------------------------------------------------|
| IDI | In-Depth Interview |
| IGP | Inspector General of Police |
| ILO | International Labor Organization |
| INGO | International Non-Government Organization |
| IOM | International Organization for Migration |
| IP | Implementing Partner |
| IR | Intermediate Result |
| IRIS | International Recruitment Integrity System |
| JATI | Judicial Administration Training Institute |
| KAP | Knowledge, Attitude, and Practice |
| KII | Key Informant Interview |
| KML | Knowledge Management and Learning |
| LOPAS | Local Organization Pre-Award Survey |
| M&E | Monitoring and Evaluation |
| MERL | Monitoring, Evaluation, Research, and Learning |
| MJF | Manusher Jonno Foundation |
| MoEWOE | Ministry of Expatriates' Welfare and Overseas Employment |
| MoHA | Ministry of Home Affairs |
| MoLGRD | Ministry of Local Government and Rural Development |
| MoLJPA | Ministry of Law, Justice, and Parliamentary Affairs |
| MoSW | Ministry of Social Welfare |
| MOU | Memorandum of Understanding |
| MoWCA | Ministry of Women and Children Affairs |
| MoYS | Ministry of Youth and Sport |
| MTE | Mid-Term Evaluation |
| NGO | Non-Governmental Organization |
| NILG | National Institute of Local Government |
| NLASO | National Legal Aid Service Organization |
| NONGOR | Non-Government Organization for National Goals to be Obtained and Retained |
| NPA | National Plan of Action |
| NRM | National Referral Mechanism |
| NUPAS | Non-U.S. Organization Pre-Award Survey |
| OCAT | Organizational Capacity Assessment Tool |
| OKUP | Ovibashi Karmi Unnayan Program |
| OSCE | Organization for Security and Cooperation in Europe |
| PCMC | Prevention of Child Marriage Committees |
| PIRS | Performance Indicator Reference Sheet |
| PSHTA | Prevention and Suppression of Human Trafficking Act (2012) |
| PTL | Program Team Lead |
| RA | Recruiting Agency |
| RDRS | Rangpur Dinajpur Rural Services |
| RRRI | Rescue, Recovery, Repatriation, and Integration Task Force |
| SGD | Small Group Discussion |
| SOP | Standard Operating Procedure |
| SOW | Scope/Statement of Work |
| SSG | Survivor Services Guidelines |
| TIP | Trafficking-in-Persons |

| ACRONYM | DESCRIPTION |
|----------------|--------------------------------------------------------|
| TOC | Theory of Change |
| TOT | Training of Trainers |
| TTC | Technical Training Center |
| TVPA | Trafficking Victims Protection Act 2000 |
| UN | United Nations |
| UNICEF | United Nations International Children's Emergency Fund |
| UNO | Upazila Nirbahi Officer (Chief Executive Officer) |
| UNODC | United Nations Office on Drugs and Crime |
| UP | Union Parishad |
| U.S. | United States |
| USAID | United States Agency for International Development |
| USDOS | United States Department of State |
| USG | United States Government |
| VGD | Vulnerable Group Development |
| VOT | Victim of Trafficking |
| WHO | World Health Organization |
| WI | Winrock International |
| YPSA | Young Power in Social Action |

GLOSSARY

Codes used in the evaluation report: The evaluation team assigned codes to all key informant interviews and focus group discussions, as follows: CH=Chapainowabgonj, CX=Cox's Bazar, DH=Dhaka, JE=Jashore, KH=Khulna, NG=Naogaon, RJ=Rajshahi, RP=Rangpur, SA=Satkira.

Country of Origin, Country of Destination, and Transit Country: A country of origin is the source country—i.e., the place where a migrant (regular or irregular) has left. A country of destination is the country where a migrant intends to move. A transit country is the country in between the country of origin and the country of destination, along a person's migration route.

Dalal: Middleman or broker for the purpose of emigration.

Migration: Migration is defined by the International Organization for Migration (IOM) as “a process of moving, either across an international border, or within a State. It encompasses any kind of movement of people, whatever its length, composition, or causes; it includes migration of refugees, displaced persons, uprooted people and economic migration.” It can also refer to “labor migration” which is the movement of persons from their home State to another State for employment (IOM, 2004).¹ This evaluation uses the IOM definition of migration for both international and domestic/labor migration, and the definition of documented and undocumented migration across international borders.

There are two specific forms of migration:

1. **Regular or Documented Migration:** “...the movement of people across an international border with the correct documents and visas required by both countries. This may include exit visas, entry visas, work permits, etc.”; and
2. **Irregular or Undocumented Migration:** “...the movement of people across an international border without administrative documents required by immigration.”

National Referral Mechanism (NRM): The Organization for Security and Cooperation in Europe (OSCE) defines a NRM as a “cooperative framework through which state actors fulfil their obligations to protect and promote the human rights of trafficked persons, coordinating their efforts in a strategic partnership with civil society...In addition, NRMs can work to help improve national policy and procedures on a broad range of victim-related issues such as residence and repatriation regulations, victim compensation, and witness protection. NRMs can establish national plans of action and can set benchmarks to assess whether goals are being met.”² OSCE further states that NRMs are not rigid structures but flexible mechanisms customized to suit each country's patterns of trafficking cases and its social, political, economic, and legal environment. “That is why an NRM is not built from a single, general blueprint but is instead founded on a careful assessment of country-specific needs and conditions.”³

Partners, Sub-Grantees, NGOs, and Civil Society: Civil society is a set, or group, of not-for-profit, non-State organizations that play an active role in representing citizens within society—generally marginalized and vulnerable populations. They seek funding for activities through grants, donations, in-kind arrangements, and sponsors, with the assistance of volunteers. Civil society

¹ <https://www.iom.int/key-migration-terms>.

² OSCE, (2014), *National Referral Mechanisms: Joining Efforts to Protect the Rights of Trafficked Persons: A Practical Handbook*, p. 15.

³ OSCE, (2014), *National Referral Mechanisms: Joining Efforts to Protect the Rights of Trafficked Persons: A Practical Handbook*, p. 16.

organizations (CSOs) include non-governmental organizations (NGOs), human rights (HR) organizations, community-based organizations (CBOs), public organizations (POs), faith-based organizations (FBOs), advocates, think tanks, activists, and other formal or informal groups. Therefore, NGOs are a subset of CSOs. Bangladesh Counter Trafficking-in-Persons' (BC/TIP) partners are NGO Sub-Grantees. The BC/TIP implementer, Winrock International, awarded grants to NGO partners to provide services for the BC/TIP activity. This evaluation uses the term Sub-Grantees for the 13 partners that have received a grant.

Partnerships: In USAID's draft 2020 Countering Trafficking in Persons (CTIP) Policy and its 2012 CTIP Policy, a partnership refers to "effective and efficient coordination across a broad range of stakeholders, bringing together local, national, regional, and global networks, and representatives of civil society, government, the private sector, labor unions, media, and faith-based organizations." Thereby, "by increasing coordination, stakeholders are better able to fully leverage a wide range of counter-trafficking interventions."⁴

Prevention, Protection, and Prosecution: A prevention intervention aims at raising awareness, and providing activities, including training, mentoring, skills and information on economic options, and alternatives to at-risk people/populations (ARP) that have migrated in the past or are inclined to migrate through undocumented means.

A protection intervention aims at protecting a person's human rights and providing assistance for victims, such as a language interpretation, legal assistance, job training, psychological counseling, reintegration, repatriation, support with documentation for visas, certification, and registration, and the provision of benefits and services to help victims rebuild their lives.

Prosecution interventions include law enforcement tools and efforts that make it possible to prosecute convicted traffickers (i.e., that criminalize slavery, involuntary servitude, peonage, and forced labor), ensure that victims are eligible for protection benefits and services, and give prosecutors and agents tools to get legal immigration status for victims of trafficking during investigation and prosecution.⁵

Safe Migration: Safe migration is the movement of persons which is secure, particularly for those who are undocumented, and limits exploitation and any unscrupulous behavior of border officials, traffickers, agents, etc., and which provides information to migrants so that they can make choices and assess risks.

Systems: In this context, the definition of systems covers a broad range of national and sub-national mechanisms, or a set of principles, that work in an interconnecting way.⁶

Trafficking in Persons (TIP) Watchlist: The United States Government's (USG) Office to Monitor and Combat Trafficking in Persons reports on TIP according to the following tiers. No tier ranking is permanent, and rankings are assessed and reported against annually.

| Trafficking in Persons Tiers | |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tier 1 | Countries whose governments fully meet the Trafficking Victims Protection Act 2000 (TVPA) minimum standards for the elimination of trafficking. |
| Tier 2 | Countries whose governments do not fully meet the TVPA's minimum standards but are making significant efforts to bring themselves into compliance with those standards. |

⁴ USAID, (2020), *Draft CTIP Policy*, p. 10; and USAID, (2012), *CTIP Policy*, p. 3.

⁵ Source: United States Department of Defense Trafficking in Persons, <https://ctip.defense.gov>

⁶ Oxford Dictionary definition.

| Trafficking in Persons Tiers | |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tier 2 Watchlist | <p>Countries whose governments do not fully meet the TVPA's minimum standards but are making effort to bring themselves into compliance with those standards and for which:</p> <ol style="list-style-type: none"> 1. The absolute number of victims of severe forms of trafficking is very significant or is significantly increasing; 2. There is a failure to provide evidence of increasing efforts to combat severe forms of trafficking in persons from the previous year, including increased investigations, prosecution, and convictions of trafficking crimes, increased assistance to victims, and decreasing evidence of complicity in severe forms of trafficking by government officials; or 3. The determination that a country is making significant efforts to bring itself into compliance with minimum standards was based on commitments by the country to take steps over the next year. |
| Tier 3 | Countries whose governments do not fully meet the TPVA's minimum standards and are not making significant efforts to do so. |

Source: *Trafficking in Persons Report*, June 2019, United States Department of State, p. 36-37. TVPA=Trafficking Victims Protection Act of 2000.

Trafficking in Persons and Human Trafficking: TIP is defined by the 2000 United Nations (UN) Protocol to Prevent, Suppress and Punish Trafficking in Persons, referred to as the **Palermo Protocol**, to mean “*the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs.*”⁷

The Government of Bangladesh’s Prevention and Suppression of Human Trafficking Act (PSHTA), 2012, defines human trafficking as “*the selling or buying, recruiting or receiving, deporting or transferring, sending or confining or harboring either inside or outside of the territory of Bangladesh of any person for the purpose of sexual exploitation or oppression, labor exploitation or any other form of exploitation by means of threat or use of force; or deception, or abuse of his or her socio-economic or environmental or other types of vulnerability; or giving or receiving money to benefit to procure the consent of a person having control over him or her.*”

⁷ Source: <https://www.ohchr.org/EN/ProfessionalInterest/Pages/ProtocolTraffickingInPersons.aspx>

EXECUTIVE SUMMARY

EVALUATION PURPOSE

The United States Agency for International Development in Bangladesh (USAID/Bangladesh) commissioned ME&A, Inc. to conduct a final performance evaluation of the seven-year (2014-2021) Bangladesh Counter Trafficking-In-Persons (BC/TIP) activity implemented by Winrock International (WI) in 20 districts across the country. WI works with 13 sub-grantee non-governmental organization (NGO) partners to implement the 4P Paradigm (prevention, protection, prosecution, and partnerships) to mitigate human trafficking (HT) and child marriage (CM), and promote safe migration.

The evaluation's purpose is to: 1) assess BC/TIP's achievements and better understand the results of its interventions, 2) provide lessons learned, and 3) propose recommendations for future USAID countering trafficking in persons (CTIP) programs. The audience for this evaluation is USAID/Bangladesh, the United States Embassy in Bangladesh, WI, the Government of Bangladesh (GOB), and other bilateral and multilateral donors working to combat TIP in Bangladesh.

EVALUATION METHODOLOGY

The BC/TIP evaluation, conducted between January and April 2021, involved two international evaluators working remotely due to coronavirus disease 2019 (COVID-19) pandemic restrictions and two national experts conducting three weeks of fieldwork in eight districts and Dhaka City. The evaluation team (ET) conducted key informant interviews (KIIs), small group discussions (SGDs), and focus group discussions (FGDs) with government and community stakeholders, BC/TIP beneficiaries, staff of the implementing partner, and all of BC/TIP's 13 sub-grantee (NGO) partners in the field. The ET analyzed qualitative data from 301 participants gathered through 131 KIIs, 24 discussions FGDs (137 participants), and 12 SGDs (33 participants). Evaluation limitations included evaluators' remote work due to COVID-19 and the unavailability of some GOB officials.

FINDINGS AND CONCLUSIONS

EQ1: *To what extent has BC/TIP achieved activity objectives?*

BC/TIP's objective was to reduce the prevalence of HT and CM, but its objective indicator was unsuitable to measure a reduction of prevalence—instead, it measured the number of actions taken to prevent human trafficking (31,260 actions taken against a target of 30,557), and it used proxy indicators to measure the success of these actions. The GOB lacks adequate trafficking-in-persons (TIP) prevalence statistics, currently being addressed in 2021 by other donors. However, BC/TIP missed the opportunity to follow up the 2014 USAID Actions for Combating Trafficking-in-Persons (ACT) TIP prevalence study and to conduct a longitudinal comparative study. Without HT prevalence data, BC/TIP's objective cannot be evidenced. Nevertheless, BC/TIP had major programmatic successes over 6.5 years across 344 unions, 90 sub-districts, and 28 districts.⁸

EQ2: *What are the major challenges to achieving activity objectives?*

Sub-grantees were responsive in finding solutions to address community-level challenges. BC/TIP's major challenge was at the national level with establishing a working relationship with the Ministry of Expatriates' Welfare and Overseas Employment's (MoEWOE) and its agencies.

⁸ Mainly 20 districts, with prosecution trainings for participants from all 64 districts.

However, during 2019-2021 the relationship has significantly improved.

EQ3: *To what extent has BC/TIP effectively addressed the recommendations of its midterm evaluation, accepted by USAID and WI?*

The midterm evaluation (MTE) recommendation to take the widely-accepted district referral mechanism (DRM)—a directory of protection providers for each district—to the national level has yet to occur.

COMMUNITY PEER LEADERS AND ANIRBAN⁹ VOLUNTEER GROUPS

EQ4: *To what extent has BC/TIP activity been successful in strengthening community capacity to prevent TIP, unsafe labor migration and child marriage?*

BC/TIP's greatest successes were at the community level to strengthen community capacity to identify at-risk people (ARP) and victims/survivors of trafficking (VOTs) and CM, and take action their protection through a district referral mechanism and strong linkages (community-to-government and NGO-to-government). The linkages, mainly via volunteer groups (youth Peer Leaders and survivor ANIRBAN groups) and BC/TIP's 13 sub-grantees, illustrate the effectiveness and durability of BC/TIP's holistic approach of engaging upazila and union partners.

BC/TIP supported 5,217 ARPs (for prevention support) and 3,067 VOTs (for protection support). Peer Leaders and ANIRBAN worked collaboratively in a symbiotic, interlinked way. Peer Leaders identified and referred 71 percent of the 5,217 ARPs to the program, compared with 12 percent of community referrals and 6 percent of government Countering Trafficking Committee (CTC) referrals; and ANIRBAN identified and referred 29 percent of the 3,067 VOTs, compared with 13 percent of community referrals, and 9 percent of CTC referrals. BC/TIP greatly improved access to assistance for survivors of trafficking and both Peer Leaders and ANIRBAN members gained the respect of local government.

Three of the four ANIRBAN groups are now registered with the GOB as official community organizations. However, group members have low literacy levels and lack organizational management capacity; additional training and monitoring are needed for future sustainability.

SAFE LEGAL MIGRATION TRAINING

BC/TIP developed *10 Steps to Legal Safe Migration* with customized messages for Ready-to-Go migrants as part of pre-decision and pre-departure safe legal migration training. The training was limited due to the Ministry of Expatriates' Welfare and Overseas Employment's (MoEWOE) reluctance to provide information on HT through its overseas employment agencies. Instead, BC/TIP provided trainings to private recruiting agencies (50 of 85 planned) and District Employment and Manpower Office (DEMO) officials (all 124 planned), and through Technical Training Centers. BC/TIP's inability to forge a strong working relationship with the MoEWOE appears to be partly based on the ministry's reluctance to align its mission with the National Plan of Action (NPA) on TIP. This impeded BC/TIP's attempts to build MoEWOE capacity.

BC/TIP trained 25,260 migrants, 0.6 percent of all migrants who emigrated between 2015-2019: 19,685 (78 percent) were male and 5,575 (22 percent) were female. BC/TIP's training indicators assess knowledge, but not the application of knowledge or behavior change.

BC/TIP also has five TIP-related e-modules uploaded on the government portal, the Access to

⁹ ANIRBAN is a volunteer survivor's group established under USAID's predecessor activity, Actions for Combating Trafficking-In-Persons (ACT) (2008-2014), implemented by WI.

Information (a2i) platform, including one on safe migration outlining the ten steps.¹⁰ The e-modules were uploaded in February 2021 and are still in the demonstration and testing phase. The online course is easy to use and a relevant, innovative approach to safe migration messaging. However, it focuses on international migration, and does not explicitly cover internal migration.

BC/TIP's *10 Steps to Safe Legal Migration* advise potential migrants to visit a recruiting agency (RA) in person, but the RAs are only in Dhaka, and are therefore difficult to access. Furthermore, there is a misconception by migrants and RAs that safe migration documentation guarantees no exploitation. Safe migration messaging could benefit from a broader strategy to address structural factors underpinning the labor trafficking that the recruitment industry facilitates.

GOVERNMENT CTCS & PREVENTION OF CHILD MARRIAGE COMMITTEES

The ET found there were two parallel committees at the union and upazila level, with similar structure and leadership. There are strong synergistic linkages between the CTCs and Prevention of Child Marriage Committees (PCMCs) to provide vital and important community interventions to prevent TIP and CM. However, they are currently not working together. Further, sub-grantees are not working with PCMCs as they only began working on CM interventions in 2018 and have stronger relationships with CTCs who they have been working with since 2015.

INTEGRATION OF SURVIVORS INTO SOCIETY

EQ5: *To what extent has the BC/TIP activity been successful in integrating survivors in the family/society?*

BC/TIP's survivor integration approach is holistic and time-consuming to develop, with outputs and outcomes showing signs of fully manifesting in January 2021. However, there is no survivor integration indicator or structured reporting in BC/TIP's annual reports—and therefore limited documentation of its measure of success. To March 2021, BC/TIP achievements include: 3,310 survivors enrolled in the integration program; 3,188 (96 percent) completed the needs assessment; 3,056 (92 percent) entered vocational, life skills or entrepreneurship training; 2,981 (90 percent) have finished training; 99 (3 percent) found a salaried job; and 650 (20 percent) have started a business.¹¹ According to BC/TIP's definition of “successfully integrated”—survivors who have completed the full cycle and not requiring further support—2,602 (79 percent) of the total 3,310 survivors are integrated, with the remaining 708 not receiving comprehensive BC/TIP support due to receiving other referral services.

Linking economic support to legal, social, and medical support for VOTs, CM, and labor exploitation enabled survivor integration into their home/safe communities. Coupled with receiving vocational skills and livelihood support, VOTs were able to increase their financial stability and decrease their desire to migrate to other countries, and also raised individuals' and families' dignity, self-esteem, and happiness. Close monitoring and assessments of the integration would help determine its appropriateness and effectiveness.

PROTECTION INTERVENTIONS

BC/TIP developed 25 widely used district service provider referral directories, and a pool of trained trauma counselors, a first for Bangladesh. To improve the referral process with safe and appropriate VOT services, BC/TIP strengthened partnerships between government agencies, sub-grantees, local NGOs, and other community services. The MTE recommendation to strengthen

¹⁰ The five e-modules are: Safe Migration; Trafficking-in-Persons; Legal Framework and Social Protection; Counter Trafficking Committees; and Financial Management. The online course is for computers and mobile phones.

¹¹ Interview REM-KI-ASH-03, February 2021, and updated on March 20, 2021, with current BC/TIP-provided figures.

a more robust two-way feedback and monitoring system is expected to be finalized by May 2021. The 2020 TIP Report recommended the establishment of victim care standard operating procedures (SOPs), which BC/TIP successfully advocated with the Department of Social Services under the Ministry of Social Welfare to adopt BC/TIP's comprehensive survivor service guidelines which improved the SOPs for referrals and improved services for TIP victims and survivors.

PROSECUTION INTERVENTIONS

EQ6: *To what extent has the BC/TIP activity been successful in strengthening GOB capacity to prosecute traffickers and trafficking-related crime?*

The establishment of seven Anti-Human Trafficking Offense Tribunals (Special TIP Tribunals), launched in March 2020, to prosecute TIP cases in line with the 2012 Prevention and Suppression of Human Trafficking Act (PSHTA), specifically to unblock the backlog, was sound, relevant, and greatly needed in Bangladesh. The GOB determines tribunal location, which needs to be considered in light of district case volume (e.g., some tribunals, located in areas with low number volume, did not have the jurisdiction to accept cases from other districts). Training 1,434 criminal justice personnel made the sector more aware of the survivor-centric approach to justice and protection for VOTs. However, BC/TIP's indicator, *3.1 Percent of criminal justice personnel who demonstrate an increased level of knowledge on rules & laws governing TIP, migration, overseas employment, etc.*, is not sufficiently defined to assess increased government capacity to prosecute HT offenders; and this is not yet translating into an increased number of convictions. In the eight years since the 2012 Act, law enforcement arrested 9,692 people for HT, over 5,500 cases were filed, and 247 cases completed (disposed), resulting in 54 convictions—an average of six convictions per year, with only one conviction in 2020 due, in part, to Covid-19 lockdown restrictions. In the first quarter of 2021, there were two convictions.

EQ7: *To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms?*

National policy interventions, district Special TIP Tribunals and referral directories, and local community volunteer groups are the most sustainable mechanisms in the BC/TIP activity. BC/TIP's enabling sustainable mechanisms are those that address an immediate gap in the country's efforts to reduce the prevalence of TIP. These include the NPA that enables the GOB to set specific actions to its departments and agencies; the seven district Special TIP Tribunals that address the backlog of TIP cases in court; and the 25 DRMs that enable government and civil society to work together to provide protection to victims of trafficking and CM through a directory of approved providers. Similarly, volunteer groups at the local level that provide prevention AR and identify ARP and survivors so that they can receive BC/TIP support and are able to continue applying their knowledge for future anti-TIP actions. Government CTCs are generally active and can be further strengthened at the union and upazila levels. Threats to sustainability include limited collaboration with a wide range of ministries and departments at all levels.

EQ8: *How effective is BC/TIP programming in countering HT and CM?*

HT crime is multi-faceted, and interventions and laws to mitigate it depend not only upon political will and capacities but also on the ways it is perceived and identified, requiring a deep understanding of its elements (prevention, protection, and prosecution) and the way they are integrated. BC/TIP implemented effective strategies to improve people's understanding of, and response to, HT through joint stakeholder collaboration and cooperation. Despite progress,

stakeholders themselves recognize that continuous collaboration and strengthening of capacities is needed due to government staff turnover, changing political contexts, developing communication techniques, and the acceptance and participation of civil society in TIP and CM interventions. For all, the importance of partnerships was a unified response. There is an important opportunity, and need, for USAID to expand the behavior change communication (BCC) strategy, specifically for safe migration, and to disseminate messages to a wider audience.

EQ9: *How effective has the BC/TIP management structure been in implementing the activity and achieving activity results? Is the current structure the most efficient way to manage the activity to achieve the objectives?*

BC/TIP's structure effectively managed the large size and scope of the interventions but was challenged by a limited feedback mechanism. The lean staffing structure at the office and sub-grantee field levels meant it was difficult to conduct regular feedback after training, particularly in relation to the integration of survivors into society and their livelihood support.

RECOMMENDATIONS FOR THE IMPLEMENTING PARTNER

TIP Reports: Continue the strategy to directly address the recommendations.

Partnerships: Continue to work with the Ministry of Home Affairs (MoHA) as the key GOB partner for combating human trafficking. Bring key ministries, such as the MoHA, MoEWOE; Ministry of Law, Justice, and Parliamentary Affairs, Ministry of Social Welfare, and Ministry of Local Government and Rural Development together as partners. Continue existing partnerships and expand a multi-partnerships approach at all levels with a range of stakeholders, e.g., government, donors and agencies, training institutions, media, civil society, and the private sector.

Awareness Raising (AR): Continue to generate a range of information campaign modes (radio, television, video, physical events, campaigns, cartoons, theater shows, leaflets, brochures, films, documentaries, social media, websites, and online) to engage a wide audience. Expand AR into schools and educational institutions, particularly for CM messages, to reduce dropout rates and promote the importance of education. Generate nuanced and customized messaging for various groups. Ensure safe migration messaging includes the risks of trafficking.

Capacity Building and Behavior Change Communication (BCC): Continue capacity building on TIP, safe migration, and CM issues. Improve follow up to determine the conversion of knowledge into action and/or behavior change. Develop more qualitative indicators on knowledge, attitudes, and perceptions across targeted groups to measure changes in awareness and behavior change. Continue developing e-modules for the a2i platform, and maintain usage information, with annual knowledge, attitude, and practices (KAP) online surveys. Increase activities and interventions to youth into colleges and universities. Strengthen the capacity of the justice system, legal aid agencies, and NGOs to effectively identify TIP cases for filing.

Peer Leaders and ANIRBAN: Continue to strengthen volunteer youth and survivor groups to identify at-risk people and survivors for support and services through TIP and early marriage laws and regulations. Strengthen their leadership, community mobilization, communication, advocacy, and coordination skills. Monitor the capacity of ANIRBAN to develop in their newly-established role as government-registered community organizations. Improve the literacy level of ANIRBAN members, while developing their management skills.

CTCs and PCMCs: Strengthen CTCs and PCMCs to encourage an integrated or merged approach to CTIP and CM (including Law Enforcement Committees). Encourage regular committee meetings, action plans, and the dissemination of information to communities on actions taken. Initiate dialogue and advocacy with the relevant national government ministries, departments, and district administrations to reform the committees. Encourage union committees to be accountable to upazila committees.

National Referral Mechanism (NRM): Expand the district referral mechanism (DRM) to a NRM, and strengthen collaboration and cooperation between government agencies and NGOs (platforms for cooperation), to enable the GOB to monitor its HR obligations through services such as shelters, repatriation, and reintegration. Continue to provide a pool of trained and qualified trauma counselors. Establish a pool of judiciary trainers.

Shelter Homes: Undertake a mapping of existing shelter homes in the TIP Activity region to better understand cultural and gender preferences. Explore alternative approaches to survivor protection, e.g., a community-centered approach for males, improved shelter services for women.

Integration of Survivors: Strengthen regional needs for survivor integration/reintegration into society. Collaborate with national and local stakeholders to develop a sustainable integration and care plan. Assistance should include an income generation/livelihoods plan, with regular (e.g., monthly) sub-grantee follow up during and after implementation. Strengthen access to training providers, RAs, and private sector job placements. Extend partnerships to include farmers' groups for business activities. Establish a robust survivor feedback mechanism.

Special TIP Tribunals: Continue support to the seven existing TIP tribunals, and advocate for the dedication of special anti-TIP prosecutors assigned to those tribunals, as well as the establishment of additional TIP tribunals in districts with high volumes of backlogged trafficking cases. Support survivors to file cases. Monitor cases and the conversion of completed cases to compensation. Ensure that the number of cases filed and the number of individuals filing cases are clearly stated. In criminal law provisions, include a common definition of the crime, aggravating circumstances and higher penalties, as well as non-punishment of the victims for unlawful activities such as the use of false documents used while being subjected to exploitation by traffickers. Consider the provision of support to prosecute nationals for crimes committed in other countries through the use of investigative tools and transnational government cooperation.

Legislation and NPA: Continue work to revise and implement legislation for full compliance with the Palermo Protocol and actions toward the National Plan of Action for Prevention and Suppression of Human Trafficking (2018-2022), including training stakeholders. Contribute toward the next revision of the NPA, encouraging alignment with the UN 2030 Sustainable Development Goals (SDGs). Establish a GOB/MoHA mechanism, in coordination with the SDG implementation tracker, to monitor and evaluate the implementation of the NPA.

LESSONS LEARNED

- The presence of youth and survivor volunteer groups in communities increases community engagement in, and attention to, countering trafficking and child marriage issues.

- Interlinking prevention and protection interventions is an effective and efficient multiplier strategy for awareness raising and the identification of TIP and CM victims for referral of services.
- Interlinking protection and prosecution interventions is an effective victim care strategy for connecting TIP victims to protective services and assistance in filing cases.
- Streamlining the referral mechanism builds shared language and coordination among service providers and law enforcement.
- Victims of trafficking want to build skills and resources to normalize their lives, and they need assistance to take the steps to realize their goals of long-term legal employment, life skills, and independent living.
- The types of services for survivors, including the need for shelter services, change over time; survivors require support that is relevant and responsive to these changes.

I.0 EVALUATION BACKGROUND

I.1 EVALUATION BACKGROUND

The United States Agency for International Development in Bangladesh (USAID/Bangladesh) signed a Cooperative Agreement (CA) and subsequent modifications with the implementing partner (IP), Winrock International (WI), to implement the \$11.8 million Bangladesh Counter Trafficking-in-Persons (BC/TIP) activity over seven years (2014-2021). USAID issued Tasking Request S020 for the USAID-funded ME&A-implemented Bangladesh Monitoring, Evaluation, and Learning (BMEL) activity to conduct a final performance evaluation for BC/TIP in February 2020.

The World Health Organization (WHO) declared the outbreak of the coronavirus disease 2019 (COVID-19) a pandemic on March 11, 2020. To reduce the cycle of COVID-19 transmission, global governments instituted lockdowns, hand hygiene, the wearing of facial masks, and social distancing measures. The Government of Bangladesh (GOB) limited domestic flights, which resumed in June 2020, and limited international flights into 2021. The suspension of travel and the enforcement of restrictions posed significant challenges to the development community, including ME&A-BMEL, resulting in alternative ways to implement their activities and evaluations. The BC/TIP Evaluation Tasking Request was postponed throughout 2020, until USAID determined that it could proceed in January 2021, partly remotely and partly in the field, under strict WHO and GOB health requirements.

BC/TIP's objective was to reduce the prevalence of human trafficking (HT) and child marriage (CM) in Bangladesh. This was to be achieved through awareness raising (AR), building the capacity of communities and civil society organizations (CSOs) to identify and prevent trafficking-in-persons (TIP); improving access of victims of trafficking (VOTs) to protection services; increasing the responsiveness of criminal justice actors to VOTs; building effective and coordinated partnerships to combat TIP and CM; and providing lessons learned to improve TIP practices.¹²

I.2 EVALUATION PURPOSE, AND INTENDED AUDIENCE AND USE

The evaluation's purpose is to assess the technical and programmatic validity of BC/TIP; assess the IP's performance in achieving targeted results and objectives; judge BC/TIP's approach and management effectiveness; examine sustainability; and make recommendations to USAID/Bangladesh, the primary audience. Its intended use is to provide recommendations for current USAID activities and inform future counter-trafficking in persons (CTIP) designs, although USAID has publicly released a new program design for the future \$10 million "Fight Slavery and Trafficking-in-Persons (FS/TIP) Bangladesh Activity, 2021-2026" prior to the start of this evaluation. USAID may disseminate the report to stakeholders, GOB, sector-specific donors, non-governmental organizations (NGOs), and the Development Experience Clearinghouse.

I.3 EVALUATION QUESTIONS

The evaluation answers USAID's nine evaluation questions (EQs).¹³

1. To what extent has BC/TIP achieved activity objectives?
2. What are the major challenges to achieving activity objectives?

¹² USAID/Bangladesh, (2019), *BC/TIP MEL Plan*, February, p. 5 and p. 9.

¹³ BMEL, (2020), *Brief Proposal: Final Performance Evaluation for USAID Bangladesh Counter Trafficking-in-Persons Activity*, Approved: March 18, 2020, p. 6.

3. How effective is BC/TIP programming in countering HT and CM?
4. To what extent has the BC/TIP activity been successful in strengthening community capacity to prevent TIP, unsafe labor migration, and CM?
5. To what extent has the BC/TIP activity been successful in strengthening GOB capacity to prosecute traffickers and trafficking-related crime?
6. How effective has the BC/TIP management structure (WI, its sub-grantees, and USAID) been in implementing the activity and achieving activity results? Is the current structure, the most efficient way to manage the activity to achieve the objectives?
7. To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms?
8. To what extent has BC/TIP effectively addressed the recommendations of its midterm evaluation, accepted by USAID and WI?
9. To what extent has the BC/TIP activity been successful in integrating survivors in the family/society?

For a logical flow in responding to the EQs, the evaluation team (ET) re-ordered the EQs as follows:

EQ1: To what extent has BC/TIP achieved activity objectives?

EQ2: What are the major challenges to achieving activity objectives?

EQ3: To what extent has BC/TIP effectively addressed the recommendations of its midterm evaluation, accepted by USAID and WI?

EQ4: To what extent has the BC/TIP activity been successful in strengthening community capacity to prevent TIP, unsafe labor migration and CM?

EQ5: To what extent has the BC/TIP activity been successful in integrating survivors in the family/society?

EQ6: To what extent has the BC/TIP activity been successful in strengthening GOB capacity to prosecute traffickers and trafficking-related crime?

EQ7: To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms?

EQ8: How effective is BC/TIP programming in countering HT and CM?

EQ9: How effective has the BC/TIP management structure (WI, its sub-grantees, and USAID) been in implementing the activity and achieving activity results? Is the current structure the most efficient way to manage the activity to achieve the objectives?

2.0 BC/TIP BACKGROUND

Bangladesh has long been a source and transit country for TIP, a country known for mass migration and labor migration—temporary and long-term—national and transnational, particularly at Indo-Bangladesh and Myanmar-Bangladesh borders and beyond—opening up links to South Asia and the Gulf region. It also opens up issues about unregulated and unsafe migration, and human rights (HR) abuses and violations, fueled by economic gains for traffickers, limited investigations, and low penalties.

Bangladesh enacted the Prevention and Suppression of Human Trafficking Act (PSHTA), 2012, to address HT, ensure the protection and rights of VOTs and ensure safe migration. This legislation brought Bangladesh into compliance with the terms of the United Nations (UN) Protocol, as it

prohibits all forms of TIP. However, rules and policies for the effective implementation of the 2012 law were not issued until 2017. Bangladesh also enacted the Child Marriage Restraint Act (CMRA), 2017, which prohibits marriage for children under the age of 18 years old. However, the law includes a provision which allows for the marriage of girls and boys under the age of 18, under “special circumstances” (Section 19, CMRA).¹⁴

2.1 BC/TIP GOAL, OBJECTIVE AND THEORY OF CHANGE

BC/TIP’s goal was: *“Improved protection of civil and human rights.”*¹⁵

BC/TIP’s main objective was: *“To reduce the prevalence of human trafficking and child marriage in Bangladesh.”*¹⁶

BC/TIP’s development hypothesis (theory of change) was:¹⁷

“If awareness and capacity of community members to identify and take actions against trafficking activities, traffickers, and child marriage and to mitigate exposure to violent extremism are strengthened; if access to support services by trafficking survivors and those at-risk and victims to child marriage is improved; if the responsiveness of criminal justice actors is increased; and if all concerned stakeholders partner to combat trafficking, child marriage and violent extremism in a coordinated and effective way, then the prevalence of these human rights abuses and vulnerability factors in Bangladesh will be reduced.”

To achieve its main objective, BC/TIP’s interventions aligned with the 4P Paradigm (prevention, protection, prosecution, and partnership) under six intermediate results (IRs):

- IR1: Prevention: Strengthened capacity of communities to identify survivors of trafficking and take action
- IR2: Protection: Improved access to assistance for survivors of trafficking
- IR3: Prosecution: Increased responsiveness of criminal justice actors to instances of trafficking
- IR4: Partnership: Effective and coordinated partnership among stakeholders to combat trafficking
- IR5: Child Marriage: Increased responsiveness of duty bearer and justice actors on child marriage issues
- IR6: Knowledge Management and Learning: Increased use of learning activities to improve performance and achieve results.

2.2 BC/TIP RESCOPING AFTER 2017

The original budget for the five-year activity was \$3,996,728,¹⁸ which increased to \$4,996,725 by CA modifications #6 in 2016, #7 in 2017, and #8 in 2017.¹⁹ In March 2018, after the independent external midterm evaluation, two components were added to BC/TIP’s scope of work: IR5: Child Marriage and IR6: Knowledge Management and Learning (KML). BC/TIP was extended by

¹⁴ Girls Not Brides, (2020), *COVID-19 and Child, Early and Forced Marriage: An Agenda for Action*; and Girls Not Brides, (2017), *Bangladesh and the Child Marriage Restraint Act 2016: A Recap*, January 11; accessed January 30, 2021, <https://www.girlsnotbrides.org/bangladesh-child-marriage-restraint-act-2016-recap/>

¹⁵ USAID/Bangladesh (2019), *BC/TIP MEL Plan*, February, p. 8.

¹⁶ USAID/Bangladesh, (2019), *BC/TIP MEL Plan*, February, p. 5 and p. 9.

¹⁷ USAID/Bangladesh, 2(019), *BC/TIP MEL Plan*, February, p. 11.

¹⁸ USAID/Bangladesh, (2017), *Final Evaluation Report: Bangladesh Counter Trafficking-In-Persons Midterm Performance Evaluation*, p. 1.

¹⁹ USAID, (2016), *BC/TIP Modification No. 6*. September 20; and (2017). *BC/TIP Modification #7*, January 29; and USAID, (2017), *BC/TIP Modification #8*, November 29.

13 months from October 23, 2019, to November 30, 2020, under CA modification #9, and the funding was increased from \$4,996,725 to \$8,990,497—and with cost-share, the grand total increased to \$10,640,022.²⁰ On November 29, 2018, through modification #11, the total estimated amount increased to \$11,761,664 to support Rohingya refugees and host communities in support of VOTs and CM.²¹ Due to COVID-19, USAID extended BC/TIP to May 31, 2021 at no cost, under modification #16.²²

Hence, after 2017 the funding almost doubled to address CM and provide support to Rohingya refugees. Half a million Rohingyas were forced from their homes in Rakhine State, Myanmar, and they sought safety in Bangladesh, adding to existing refugee numbers so that refugees now total almost a million people. Nearly 80 percent are women and children. BC/TIP's interventions commenced from the beginning of 2019 in Cox's Bazar.

BC/TIP also aimed to “fill the gap in knowledge” about CM in parallel with TIP interventions through the prevention and protection IRs, due to the limited empirical evidence on how to address TIP as a driver of CM, or CM as a driver of TIP.²³ From Year 5, BC/TIP's focus on the prosecution IR changed with the inclusion of the two new components, expanding prosecution interventions to include research, police training, public prosecutors' training, orientation training for judicial officers (judges and magistrates), and following up TIP cases.

3.0 EVALUATION METHODOLOGY

3.1 EVALUATION APPROACH

This section presents a summary of the evaluation methodology. A more detailed methodology is provided in Annex 2. The evaluation used a qualitative approach through key informant interviews (KIIs), small group discussions (SGDs), and focus group discussions (FGDs) with government and community stakeholders, beneficiaries involved in BC/TIP, staff of the implementing partner and all of BC/TIP's 13 sub-grantee (NGO) partners in the field. The evaluation was conducted in three phases: 1) desk review, evaluation design, and work plan, 2) qualitative primary data collection phase, and 3) data analysis and report writing. The ET consisted of four evaluators (two international experts working remotely due to the COVID-19 pandemic and two Bangladeshi experts working in country), two assistants, and two transcribers. The evaluation was conducted from January to April 2021, with data collection in Bangladesh from January 23 to February 18, 2021.

3.2 QUALITATIVE PRIMARY DATA COLLECTION

BC/TIP predominantly worked in 20 of Bangladesh's 64 districts. The evaluation was conducted in nine districts (Dhaka plus eight districts). The eight districts included Chapainowabgonj, Naogaon, Khulna, Satkhira, Rangpur, and three districts visited during the midterm evaluation (MTE) in 2017: Cox's Bazar, Jashore, and Rajshahi (Figure 1).

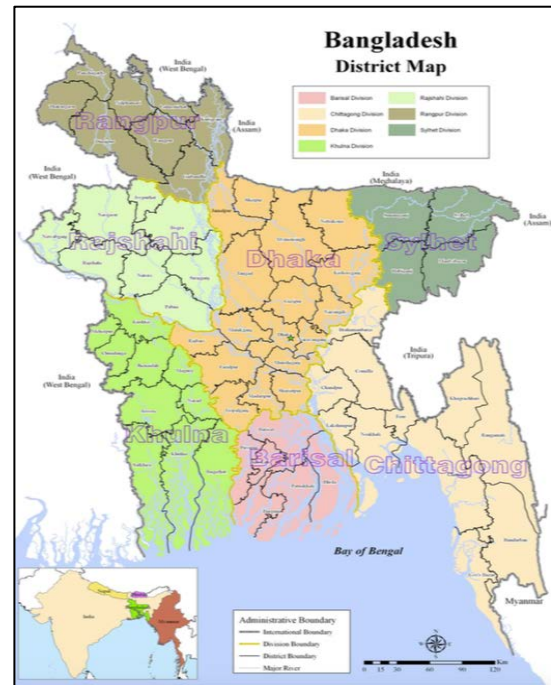
²⁰ USAID, (2018), *BC/TIP Modification #9*. March 5.

²¹ USAID. (2019) *Bangladesh Counter Trafficking-in-Persons Mid-Term Implementation Plan Year 6+2 Months (October 1, 2019-November 30, 2020)*. October. p. 3; and USAID. (2018). *BC/TIP Modification No. 11*. November 29.

²² USAID. (2020). *BC/TIP Modification No. 16*. June 24.

²³ USAID. (2019) *Bangladesh Counter Trafficking-in-Persons Mid-Term Implementation Plan Year 6+2 Months (October 1, 2019-November 30, 2020)*. October. p. 3.

Figure 1: Map of Bangladesh



In each district, the ET planned to interview the personnel of 1-3 BC/TIP sub-grantees, and conduct 15-30 KIIs, 1-2 FGDs or SGDs, and one direct observation (DO). The planned target was 260 individual interviews (200 KIIs and 60 in FGDs/SGDs). The ET conducted 301 individual interviews (Table 1), which included 131 KIIs and 170 FGDs/SGDs.

Evaluation tools included semi-structured KII and FGD questions and a DO checklist (Annex 2). The DOs included shelter homes, a technical training center (TTC). The local team conducted initial interviews together in Dhaka City district before splitting into two teams to cover four districts each (Table 1) while the international experts conducted remote (teleconference) interviews. Annex 10 details the people interviewed, the FGDs, and DO sites visited. Sampling selection criteria, in conjunction with USAID and BC/TIP staff, were predominantly purposive by organization, position, and involvement in the BC/TIP

activity. Sub-grantees assisted the ET to select participants for the FGDs and SGDs. All interviews were compliant with GOB COVID-19 health and safety regulations and conducted using social distancing, facial masks, and sanitizing gel, for both the ET and participants. The number of participants per FGD was maintained at approximately five to limit social contact.

Table 1: Sampling by Division, District, and Method of Data Collection

| Division | Districts | # Days | # Sub Grantees | # KII | FGD/SGD | | | | DOs |
|--------------------|----------------------------|-----------------------|---------------------------|------------|------------------------|------------|------------|-----------|----------|
| | | | | | # Persons | | # FGDs | | |
| Dhaka | Dhaka City | 5 | 3 | 20 | FGD | 5 | FGD | 1 | 3 |
| Cox's Bazaar | Cox's Bazaar | 5 | 3 | 22 | FGD | 27 | FGD | 4 | 1 |
| | | | | | SGD | 10 | SGD | 4 | |
| Rangpur | Rangpur | 4 | 1 | 12 | FGD | 16 | FGD | 3 | 1 |
| Rajshahi | Rajshahi | 4 | 1 | 11 | FGD | 16 | FGD | 3 | 1 |
| | Chapainawabganj | 3 | 1 | 9 | FGD | 10 | FGD | 2 | |
| | | | | | SGD | 3 | SGD | 1 | |
| Khulna | Naogaon | 3 | 1 | 11 | FGD | 10 | FGD | 2 | 0 |
| | Khulna | 2 | 0 | 5 | FGD | 11 | FGD | 2 | 0 |
| | | | | | SGD | 5 | SGD | 2 | |
| Jashore | Jashore | 4 | 2 | 9 | FGD | 11 | FGD | 2 | 1 |
| | | | | | SGD | 7 | SGD | 2 | |
| | | | | | Satkhira | 3 | 1 | 10 | FGD |
| Remote | | 15 | 11 | 22 | SGD | 2 | SGD | 1 | 0 |
| | | | | | FGD | 17 | FGD | 3 | |
| 5 Divisions | Dhaka + 8 Districts | Across 20 days | Covered all 13 SGs | 131 | FGD | 137 | FGD | 24 | 8 |
| 5 Divisions | Dhaka + 8 Districts | | | | SGD | 33 | SGD | 12 | |
| | | | | | 170 | | 36 | | |
| | | | | | 301 Individuals | | | | |

3.3 EVALUATION DATA ANALYSIS

The ET conducted secondary data analysis and qualitative primary data analysis. For the secondary data analysis, the team created an analytical framework/matrix to record and categorize the data found in each document during its desk review of existing literature and other relevant sources. The categories were coded and analyzed according to EQs and/or IRs. For the qualitative data analysis, the ET used two methods: 1) a content analysis of KII, in-depth interview (IDI), and FDG/SGD transcripts and DO checklists, and 2) an NVivo analysis. For the content analysis, the ET manually reviewed themes, trends, and key issues, whereas the NVivo software analysis was more systematic and used coded categories to draw conclusions in response to the nine EQs.

3.4 EVALUATION LIMITATIONS AND CHALLENGES

The COVID-19 restrictions prevented the two international experts from traveling to Bangladesh, necessitating them to perform their roles remotely. This greatly limited the interaction with the implementing partner staff for in-depth face-to-face discussions. Without the international experts on the ground, communications with the team were more difficult and less frequent than would have otherwise been the case due to distance, different time zones, and internet connectivity issues. To address this, the ET established a WhatsApp team account to facilitate immediate troubleshooting of concerns, coupled with communications with the BMEL team to address face-to-face issues.

One local team member was rapidly replaced following health concerns, facilitated by ME&A's ability to access its network of consultants and USAID's quick approval process. During the first week in Dhaka, several national-level GOB officials were unavailable, or indicated that they were not working closely enough on BC/TIP-related interventions to be able to participate effectively. Where appropriate, the ET was able to successfully offer videoconferencing interviews or rescheduling the interviews to the final week of data collection.

At the district level, Cox's Bazar was challenging. The army barred permission for all NGOs to move within the Rohingya refugee camps. However, all three sub-grantees involved in interventions with the Rohingya were working until the end of February 2021, under the no-cost extension, to continue some activities with host communities.²⁴ Hence, the planned FGD with the Rohingyas did not occur. Instead, the ET conducted an alternative FGD with the host community. Additionally, there were widespread changes to the administration in Cox's Bazar, which meant that many officials were not aware of BC/TIP interventions. For example, all of the district counter-trafficking committee (CTC) members were new, including the District Commissioner. The ET conducted alternative interviews where possible.

²⁴ The three sub-grantees included Bangladesh Institute of Theater Arts (BITA), Young Power in Social Action (YPSA), and Non-Government Organization for National Goals to be Obtained and Retained (NONGOR).

4.0 FINDINGS AND CONCLUSIONS

4.1 EQ1: TO WHAT EXTENT HAS BC/TIP ACHIEVED ACTIVITY OBJECTIVES?

4.1.1 TIP Tier Rankings

FINDING: BC/TIP contributed to the upgrading of Bangladesh from Tier 2 Watchlist to Tier 2 in the U.S. Department of State 2020 Trafficking-In-Persons Report.

From 2018, BC/TIP made proactive efforts with the GOB to address the Bangladesh recommendations in the annual United States Department of State (USDOS) TIP Report to improve the country's TIP annual ranking against tier levels.²⁵ The 2020 TIP report upgraded Bangladesh from the Tier 2 Watchlist to Tier 2, documenting that the upgrade was due to the country convicting more traffickers, modestly increasing the number of victims identified, acceding to the 2000 UN TIP Protocol, and, at the close of the reporting period, establishing seven anti-trafficking tribunals as stipulated in Bangladesh's anti-trafficking law.²⁶

BC/TIPs recognized efforts towards the upgrade included its collaboration with the Ministry of Home Affairs (MoHA) on the development of the National Plan of Action (NPA) for Prevention and Suppression of Human Trafficking (2018-2022), launched in 2019, including distributing materials, calendars, diaries, and NPA books to stakeholders, and building the capacity of government CTCs at the district level to improve TIP services for survivors.²⁷

BC/TIP's two trained prevention and protection volunteer groups—ANIRBAN²⁸ and youth leaders—working together, identified 998 (33 percent) of 3,067 survivors through the *Going in the Community* AR intervention, which enabled the survivors to receive timely, relevant, and qualified support and access to legal, health, and trauma counseling services.

In February 2020, the GOB, under BC/TIP's leadership, established seven Special TIP Tribunals to prosecute cases in alignment with the 2012 PSHTA and a key recommendation of the TIP Report. Although the 2020 TIP Report highlighted this intervention, one stakeholder told the ET that this initiative was a culmination of the IP's 13-year history with USAID's counter-trafficking activities, commencing with the Actions for Combating Trafficking-In-Persons (ACT) activity (2008-2013) followed by BC/TIP (2014-2021).²⁹

4.1.2 TIP Prevalence Data

FINDING: National TIP prevalence data continues to be inadequate.

BC/TIP's main objective was: *"To reduce the prevalence of human trafficking and child marriage in Bangladesh."*³⁰ BC/TIP maintained that it was *"difficult and expensive to measure prevalence."*³¹ The

²⁵ The USDOS annual tier rankings—from highest to lowest: Tier 1 (best), Tier 2 (good), Tier 2 Watchlist (warning), Tier 3 (worst)—are described in the Glossary to this report.

²⁶ U.S. Department of State, (2020), *Trafficking in Persons Report*, June, p. 93.

²⁷ WI collaborated with the GOB on the development of the first NPA (2012-2014) under the USAID-funded Actions for Combating Trafficking-In-Persons (ACT) activity (2008-2014).

²⁸ ANIRBAN is a volunteer survivor's group established under USAID's predecessor activity, Actions for Combating Trafficking-In-Persons (ACT) (2008-2014), implemented by WI.

²⁹ Interview REM-KI-KOICA-15, February 2021.

³⁰ USAID/Bangladesh, (2019), *BC/TIP MEL Plan*, February, p. 5 and p. 9.

³¹ USAID/Bangladesh, (2019), *BC/TIP MEL Plan*, February, p. 12.

GOB currently only considers trafficking exploitation cases reported to the police as part of the prevalence of trafficking. BC/TIP's implementer commissioned a nationally-representative household survey in 2014 with 4,200 respondents on the patterns and prevalence of TIP in Bangladesh under USAID's predecessor activity, ACT, which was commissioned to "address the gap in quantitative information on the magnitude" of TIP.³² The survey report provided migration figures, but no definitive HT figures, stating "of those who used middlemen (dalals), 17.9 percent were forced by their employers to give up their passport, which is a key factor signaling a potential trafficking situation" and "among those who migrated, 2.4 percent were locked up and unable to leave, which clearly falls under the definition of trafficking and can be considered a conservative estimate of trafficking prevalence in migration."³³ A weakness in the study's methodology was that the poor use of indicators of trafficking (e.g., withholding of passports being too broad and locked up being too restrictive) prevented a reliable estimation of prevalence. BC/TIP did not conduct a follow-up survey as an indicative measure to determine whether the national prevalence of trafficking had been reduced in Bangladesh after six years of interventions to CTIP.

BC/TIP added IR5: Child Marriage at the end of Year 4, 2018, to address the prevalence of CM in Bangladesh. BC/TIP conducted and published a study in December 2020, the end of Year 6, called *The Implication of the Adoption of Special Section (19) in the Child Marriage Restraint Act, 2017 in Bangladesh*. However, it did not provide evidence of BC/TIP's contribution to reduce the prevalence of CM in Bangladesh.³⁴ The CM study acknowledged the limited national data on child marriage. Nevertheless, it did provide GOB data to 2017 documented in the National Action Plan to End Child Marriage (2018-2030): "the rate of child marriage under the age of 15 in the country was 10.7 percent and marriage under the age of 18 years was 47.0 percent (Ministry of Women and Children Affairs, 2018). According to the same National Action Plan, the rate of child marriage under the age of 15 declined from 23.8 percent in 2015 to 10.7 percent in 2017. Meanwhile, marriage under the age of 18 years had gone down from 62.8 percent in 2015 to 47.0 percent in 2017."³⁵

Both the International Organization for Migration (IOM) and the United Nations Office on Drugs and Crime (UNODC) are conducting surveys on the prevalence of trafficking. The IOM continued discussions in 2019 with the Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE) regarding the need for trafficking prevalence data in 2019, but funding was a constraint. Through the MoHA, IOM conducted a national TIP situational survey in all 64 districts in 2020, with an emphasis on border districts. The draft was presented to the government in March 2021. This is the first of its kind of survey in Bangladesh.³⁶ UNODC will take IOM's survey as a baseline and conduct a continuation of the survey, which will be published in 2022 as part of their regular two-year reporting cycle. The GOB will determine options for dissemination and the establishment of a TIP database.

³² USAID/Bangladesh, (2014), *Comprehensive Survey on Patterns & Prevalence of TIP in Bangladesh: Research Report*, p. 1.

³³ USAID/Bangladesh, (2014), *Comprehensive Survey on Patterns & Prevalence of TIP in Bangladesh: Research Report*, p. 1.

³⁴ USAID/Bangladesh, (2020). *The Implication of the Adoption of Special Section (19) in the Child Marriage Restraint Act, 2017 in Bangladesh*, (BC/TIP), December.

³⁵ USAID/Bangladesh, (2020). *The Implication of the Adoption of Special Section (19) in the Child Marriage Restraint Act, 2017 in Bangladesh*, (BC/TIP), December, p. 13.

³⁶ Interview REM-KI-15 and REM-KI-17, February 2021.

4.1.3 TIP Data: Cross-Border and Internal Migration Trafficking

FINDING: TIP data are problematic due to unclear or misinterpreted definitions, particularly regarding migration.

As stakeholders continue to note, TIP data are problematic due to misconceptions and a limited appreciation of their scope. For example, beneficiaries in Cox’s Bazar referred to trafficking only in terms of the exploitation of boat migrants to Malaysia. This was repeated in a roundtable discussion on TIP in Dhaka on January 30, 2021, with a participant using PowerPoint slides that depicted the limited types of HT in Bangladesh.³⁷

Labor migration and its nexus with trafficking is fluid, with many actors and interpretations. Some interviewees referred to labor migration in the cleaning trade and hospitality industry, and the potential for trafficking and exploitation of women and girls. The ET also noted that the BC/TIP activity and its sub-grantees focused their prevention interventions, such as the *10 Steps to Safe Legal Migration*, primarily on cross-border/international labor migration with limited mention of domestic/internal migration. However, key stakeholders are aware of internal migration, with mixed accounts of its prevalence. A police officer in Cox’s Bazar “learned that there is also internal migration...though the rate of trafficking is really low...once around 90 percent of the family...now you can find only 10 percent. The ratio was at its peak during the Rohingya influx.”³⁸ An upazila woman’s affairs officer in Chapainowabgonj said there were incidents of internal migration³⁹ while the women’s affairs officer in Khulna said in two unions with brick kilns there is a lot of internal migration and “a lot of scope for trafficking...but the human trafficking is more in districts like Cumilla.”⁴⁰

4.1.4 Increasing Child Marriage Prevalence: COVID-19 Implications

FINDING: TIP and CM prevalence are subject to vulnerabilities, including global and national shocks.

Anecdotally, during the COVID-19 pandemic in Bangladesh, stakeholders interviewed for the evaluation thought that TIP decreased and CM increased, which appears to be contrary to the situation pre-COVID-19. An article in April 2020 indicated that it was too early to know how COVID-19 was affecting the prevalence of CM in Bangladesh, but from previous experience noted that “many of the complex factors that drive child marriage in stable environments are exacerbated in emergency settings.”⁴¹ In January 2021, the Manusher Jonno Foundation (MJF) annual report, *Situation of Children*, documented a 44 percent increase in incidents of CM in 2021 due to the pandemic—with 70 girls marrying in 2019 and 101 girls in 2020.⁴²

Traffickers take advantage of systemic weaknesses and shocks to exploit others, such as the global COVID-19 pandemic which has created anxiety and uncertainty throughout most of 2020 and into 2021. Travel restrictions, such as global regulations on country exit and entry requirements and the cessation of transport, particularly cross-border movement, have implications for

³⁷ Dhaka Tribune, (2021), *Trafficking in Persons*, <https://www.dhakatribune.com/videos/2021/01/30/trafficking-in-persons> accessed February 4, 2021 <https://www.youtube.com/watch?v=vD2GrnwmK6g>

³⁸ Interview CX-KI-DIS-POL-14, February 2021.

³⁹ Interview CH-KI-DID-11, February 2021.

⁴⁰ Interview KH-SG-DIS-CTC-01, February 2021.

⁴¹ Girls Not Brides, (2020), *COVID-19 and Child, Early and Forced Marriage: An Agenda for Action*, April, p. 1.

⁴² Dhaka Tribune, (2021), *MJF: Over 40% increase in child marriages in 2020*, Nawaz Farhin Antara, January 9, Manusher Jonno Foundation, <https://www.dhakatribune.com/bangladesh/2021/01/09/mjf-44-increase-in-child-marriages-in-2020> accessed January 9, 2021.

traffickers. A representative of the Global Fund to End Modern Slavery (GFEMS) indicated that

“it seems like cross-border human trafficking has halted a bit and incidences are lower than before and transnational crimes have declined, but that is not necessarily positive, because ... child marriage has increased by 60 percent according to a recent report in January 2021 by a Bangladeshi company called ThinkTank—some girls have opted for early marriage and don’t go to school... Young boys, under 18 years, have increased their involvement in criminal activities, and will create a flood of trafficking issues.”⁴³

The most recent report, by the United Nations International Children’s Emergency Fund (UNICEF) in March 2021, predicts that an additional 10 million girls over the next ten years will be at risk of early marriage, because *“the pandemic has intensified the factors that drive child marriage ... [and] girls are drifting away from school and see early marriage as their only option.”⁴⁴*

4.1.5 BC/TIP Measure of Prevalence of TIP Data

FINDING: BC/TIP measured its contribution to reduce the prevalence of HT and CM by the number of community and GOB preventive actions.

To measure the objective to reduce the prevalence of HT and CM in Bangladesh, BC/TIP used the objective indicator, *I.1 Number of actions taken by communities, local government and the Government of Bangladesh (GOB) to prevent trafficking-in-persons* in lieu of official government statistics on TIP and CM. “Actions” include public mobilization/awareness campaigns; the number of institutions making changes to their TIP and CM policies or practices, victim rescue and identification, criminal justice actions, collaborations, community meetings, trainings, workshops, conferences, and study visits, as defined in the Performance Indicator Reference Sheet (PIRS).⁴⁵

BC/TIP achieved its target of 30,557 by reaching 31,260 actions (Table 2). The original target of 20,116 was revised in March 2018 to 25,000 to include actions on CM, and again in November 2018 to 26,000 to include actions to support the Rohingya and host communities in Cox’s Bazar. Under the CA modification #16 in June 2020, the target was increased to 30,557 for the extension of BC/TIP to May 2021.⁴⁶

Table 2: BC/TIP Main Indicator, Target & Results

| Main Objective: To reduce the prevalence of human trafficking and child marriage in Bangladesh | | | |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------|-------------|
| Objective Indicator | # actions taken by communities, local govt. & GOB to prevent TIP | | |
| IRI: Prevention Indicators (strengthen capacity to identify & prevent) | Target | Results Sept. 2020 | % |
| I.1 # actions taken by communities, local govt. & GOB to prevent TIP & CM | 30,557 | 31,260 | 102% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, p. 101.

The continuous actions taken by communities and government are disaggregated by a wide range of activities within many indicators, including interventions that do not have defined indicators (e.g., the number of workshops and conferences), under each of the six IRs, and therefore are

⁴³ Interview REM-KI-GFEMS-06, February 2021. GFEMS is commenced in Bangladesh in December 2019 and was delayed during 2020, hence while GFEMS is starting, BC/TIP is ending. <https://www.think-tanks.guide/en/country/bangladesh/>

⁴⁴ UNICEF, (2021), *COVID-19: A threat to progress against child marriage*, March; and The New York Times, (2021). *In Nepal and Across the World, Child Marriage is Rising*, March 8.

⁴⁵ USAID/Bangladesh, (2019), *BC/TIP MEL Plan (with Modification #11*, February, pp. 40-42.

⁴⁶ USAID/Bangladesh, (2020), *BC/TIP Year 6 Annual Performance Report*, October 30, p. 101; and USAID/Bangladesh, (2020), *BC/TIP Modification #16*, June 24.

not easily differentiated or discernible in the BC/TIP quarterly and annual reports.

4.1.6 EQ1 Conclusions

CONCLUSION: BC/TIP demonstrated significant efforts to CTIP, but there is no direct evidence demonstrating achievement of its outcome objective to reduce the prevalence of HT and CM due to the lack of a baseline and endline prevalence study.

BC/TIP demonstrated significant efforts in contributing to the development of the NPA for the prevention of TIP, the identification of VOTs under the protection pillar, and the establishment of seven anti-trafficking tribunals for the prosecution of TIP violations. However, BC/TIP acknowledged that the efforts of this program alone are not sufficient to achieve its main objective to reduce the prevalence of HT and CM in Bangladesh. Without trafficking prevalence data and early CM results that show improvements from respective baseline data, BC/TIP's objective cannot be evidenced. BC/TIP missed the opportunity to follow up on the 2014 USAID ACT's study by conducting its own prevalence longitudinal study and enable a seven-year comparison.

There continues to be a dearth of reliable, timely prevalence studies and data on TIP that clearly define and track incidences of violations. However, IOM's March 2021 draft national prevalence study for the government (if approved and disseminated) and UNODC's planned 2023 prevalence study could be used as baselines for future TIP programs.

BC/TIP's measure of a successful outcome was based upon proxy indicators. The extent to which BC/TIP effectively contributed to countering HT and CM is analyzed under subsequent EQs.

4.2 EQ2: WHAT ARE THE MAJOR CHALLENGES TO ACHIEVING ACTIVITY OBJECTIVES?

4.2.1 Institutional Challenges in Addressing Labor Trafficking

FINDING: Inherent institutional structures challenged BC/TIP's entry to interventions and ongoing working relationships.

BC/TIP faced initial challenges in forming working relationships with the MoEWOE and its departments responsible for overseas employment, such as the Monitoring and Enforcement Wing, the Bureau of Manpower, Employment, and Training (BMET), the District Employment and Manpower Office (DEMO), and the TTCs. This was noted from 2015 and continued for most of its implementation because MoEWOE perceives that migration activities should be separate from countering labor trafficking and labor exploitation activities.⁴⁷

BC/TIP's limited working relationship with the MoEWOE appeared to be based at least in part on the ministry's reluctance to align its mission with the NPA on TIP. Within the ministry, institutional resistance to accepting responsibility for labor trafficking offenses criminalized under the PSHTA continues to impede BC/TIP's attempts to build capacity within elements of MoEWOE (e.g., BMET, Monitoring and Enforcement Wing, and Vigilance Task Force). Within the MoEWOE, the private recruiting agencies (RAs)⁴⁸ want to avoid connecting migration with the potential for trafficking. As the 2020 TIP report notes, *"the agency charged with certifying citizens for work abroad, the Bureau of Manpower, Employment and Training (BMET), allowed recruitment*

⁴⁷ USAID/Bangladesh, (2015). *Bangladesh Counter Trafficking-In-Persons, Q4 Performance Report and FY 2015 Annual Summary*, p. 19.

⁴⁸ RAs are predominantly private. There is one government RA, known as Bangladesh Overseas Employment Services Limited (BOESL). However, it does not fall under this remit because it only sends migrants to a few destinations and ensures safe migration.

agencies to exclude from required pre-departure trainings information on human trafficking, specifically how to file a complaint against one's employer or recruitment agency."⁴⁹ BC/TIP noted in 2019 that "recruiting agencies remain reluctant to attend TIP and safe-migration-related trainings from fear that it may hamper their business."⁵⁰ This lack of political will to overcome bureaucratic resistance to labor trafficking reforms is compounded by a lack of institutional capacity to effectively contribute to long-term partnerships. However, toward the end of BC/TIP, the MoEWOE Secretary met with the BC/TIP team and expressed his commitment to review the issue of labor trafficking and labor exploitation, which the ministry's Additional Secretary (Enforcement) reiterated at a BC/TIP-organized event on March 16, 2021.⁵¹

BC/TIP faced delays with the Inspector General of Police (IGP), under the MoHA, to gain permission to conduct training, due to staffing changes.⁵² Union parishad elections, with incidences of violence, also delayed police training.⁵³ Furthermore, prosecutor and police-and-prosecutor training was delayed due to the retirement of the Ministry of Law, Justice, and Parliamentary Affairs (MoLJPA) Secretary and the solicitor of the MoLJPA's Solicitor Wing.⁵⁴

4.2.2 Sub-Grantee Capacity to Qualify for USAID Transitional Grants

FINDING: USAID's aim to capacitate sub-grantees to achieve eligibility to qualify for USAID Transition Award funding was ambitious. Sub-grantees had different levels of capacity, and those with the longest association with USAID TIP interventions were perceived to be the strongest.

With the aim to build the capacity of NGO sub-grantee partners to sustain anti-trafficking activities, BC/TIP partnered with the Capacity Building Service Group (CBSG) from March 2015 to October 2016 (18 months) to prepare sub-grantees for eligibility to qualify for USAID's Transition Award program. The indicator, under IR6: Knowledge Management and Learning, was: *Number of partners receiving transitional grants at the end of Yr. 2*, with a target of one sub-grantee.⁵⁵

CBSG assessed the capacity of eight sub-grantees using USAID's primary assessment tools, Organizational Capacity Assessment Tool (OCAT) and Local Organization Pre-Award Survey (LOPAS) against 30 independent indicator standards. The results showed that three were above standard and only one was deemed capable to meet USAID's regulations to qualify for a Transition Award. However, the recommended top-ranking organization did not qualify for the Transition Award, according to USAID and its Non-U.S. Organization Pre-Award Survey (NUPAS) report.⁵⁶ USAID removed the indicator, and BC/TIP reduced its activities to build the capacity of individual sub-grantees.⁵⁷ Of the 30 assessed standards, the problematic areas for the sub-grantees included procurement, fixed asset management, financial compliance, project quality

⁴⁹ U.S. Department of State, (2020.) *Trafficking in Persons Report*, June, p. 93.

⁵⁰ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 63.

⁵¹ Winrock International written feedback/comments, April 16, 2021.

⁵² USAID/Bangladesh, (2015). *Bangladesh Counter Trafficking-In-Persons, Q4 Performance Report and FY 2015 Annual Summary*, p. 5, and USAID/Bangladesh, (2020), *BC/TIP Year 6 Annual Performance Report*, October 30, p. 39.

⁵³ USAID/Bangladesh, (2016). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year Two*, p. 4 and 66; and USAID/Bangladesh, (2017). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 3*, p. 65.

⁵⁴ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 63.

⁵⁵ USAID/Bangladesh, 2(019), *BC/TIP MEL Plan*, February, pp. 16-17.

⁵⁶ USAID/Bangladesh, (2017). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 3*, p. 65.

⁵⁷ USAID/Bangladesh, 2(019), *BC/TIP MEL Plan*, February, pp. 16-17.

control, and monitoring operational quality.⁵⁸ Although the top-ranking sub-grantee did not receive the USAID Transition Award, it gained skills to submit a successful funding request to another donor. The sub-grantee had “*grown further due to the Rohingya influx and the related donor funding influx,*” enabling it to expand its operations from Chittagong to Cox’s Bazaar.

All eight sub-grantees, and the additional five sub-grantees that joined BC/TIP, received capacity development and operational materials, culminating with each sub-grantee developing their own unique human resource organizational manual. The three areas that the 13 sub-grantees appreciated most were: 1) internal understanding of TIP and CM), 2) programming explanations, and 3) program guidelines, but they preferred to have the information, education, and communication (IEC) materials at the commencement of the program.

Government officials and NGOs noted that the level of performance across sub-grantees was not “uniform” and perceived that BC/TIP’s “old partners” were the strongest.⁵⁹ Several sub-grantees providing prevention and protection interventions had a long association with USAID’s ACT and the BC/TIP IP, with the government recognizing their operational improvements, particularly the “survivor-centric” approach (the development of a minimum standard of victim care) and the close collaboration during the establishment of the district referral directories.⁶⁰

One sub-grantee indicated that it had sufficient flexibility within its operations to “*continue preventative activities in uncovered areas*” while another was less positive, stating that they “*will not continue the [prevention] intervention from their own funds.*”

4.2.3 COVID-19 Pandemic

FINDING: The COVID-19 pandemic nationwide government restrictions delayed implementation of some activities from March to September 2020, although BC/TIP established mitigation measures to reduce negative implications.

BC/TIP’s protection interventions were most affected by the COVID-19 pandemic, e.g., the reintegration of survivors and the operation of shelter homes. Government committees, such as the CTCs, were not functioning during this time because the offices were closed. After the WHO declared a global COVID-19 pandemic on March 11, 2020, BC/TIP notified USAID on March 26 that implementation would be delayed, outlined the anticipated implications, and provided a plan of mitigation measures.⁶¹ The nation’s businesses and transport closed for three months and, although they eventually reopened, the GOB imposed continuous health and safety regulations.

The intervention that was the most challenging was the reintegration of survivors under IR2: Protection. For example, BC/TIP could not conduct face-to-face counseling due to nationwide government health regulations that mandated social distancing and limiting the size of group gatherings and functions. Hence, BC/TIP conducted tele-counseling services to their beneficiaries: ARP and victims of trafficking, exploitation, and CM. This enabled BC/TIP to maintain contact with beneficiaries, continue their support, and ensure a level of wellbeing.

Survivors of trafficking receiving, or about to receive, job application and self-employment support for income-generating opportunities under the holistic reintegration approach, had their

⁵⁸ Interview REM-KI-07, February 2021 and CBSG (2015), *BC/TIP Capacity Building Initiatives: Summary Assessment and Capacity Building Roadmap*, p. 9; and CBSG (2017), *BC/TIP Partner Assessment for USAID Transition Fund*.

⁵⁹ Interview DH-KI-NAT-01, February 2021.

⁶⁰ Interviews REM-KI-13, REM-KI-20, and DH-KI-NAT-01, February 2021.

⁶¹ USAID/Bangladesh, (2020), *BC/TIP Year 6 Annual Performance Report*, October 30, p. 38.

activities completely disrupted. TTCs closed and therefore vocational training for survivors ceased. The pandemic also restricted BC/TIP's abilities to establish partnerships with private sector actors to negotiate employment and job placement options for survivors and ARP.

During the COVID-19 pandemic, all shelter homes were open from March to September 2020, but BC/TIP staff said, “in reality, some survivors left the home [to go to family] because they thought it might not be safe.”⁶² One sub-grantee had ten female survivors in the shelter for four months at its expense because no direct activities were to occur due to the GOB's lockdown rules. Survivors had to remain in the shelter with no visitors. USAID instigated a redirection program where activity funds were redirected to ensure emergency food aid only in Cox's Bazar.⁶³

4.2.4 Influx of Rohingya Refugees

FINDING: BC/TIP supported the influx of Rohingya refugees in Cox's Bazar through a parallel structure, although without adequate disaggregation of data.

The Rohingyas fleeing persecution in Myanmar were not a focus for BT/TIP support in 2015. The USDOS 2018 Trafficking in Persons Report stated that, “The Rohingya community's stateless status and inability to work legally increases their vulnerability to human trafficking.”⁶⁴ BC/TIP, ideally positioned in Cox's Bazar, requested an additional \$2,771,167 for a Rohingya response program, and through CA modification #11 in November 2018, USAID injected funding to address TIP issues among Rohingya refugees and host communities.⁶⁵ However, the 2020 TIP report noted that “despite hundreds of credible reports of forced labor and sex trafficking of Rohingya, [law enforcers] did not open investigations to verify these reports.”⁶⁶

Amid extensive gender inequality and social discrimination, both in host communities and the Rohingya camps, BC/TIP established a Cox's Bazar program in three safe spaces in Ukhia and Teknaf, in addition to the general BC/TIP interventions. During the COVID-19 pandemic, the GOB canceled all activities within the Rohingya camp area except for humanitarian services for the supply of food and medicines. However, BC/TIP and the parallel Cox's Bazar program continued due to the Peer Leaders and ANIRBAN groups that worked with government CTC members, in addition to tele-counseling for ARP, VOTs, and CM in Cox's Bazar. The Rohingya Cox's Bazar program did not have a specific IR with associated indicators. Instead, Rohingya data were captured under 21 performance indicators: 1, 3-4, 6-7, 10, 14-21, 27, 31-33, and 35-37.

4.2.5 EQ2 Conclusions

CONCLUSION: BC/TIP's major challenges were at the national level to ensure ongoing working relationships with government agencies, while sub-grantees were more responsive to finding solutions to address community-level challenges during the COVID-19 pandemic.

Bangladesh's TIP country rankings are susceptible to fluctuations, demonstrating the need for all actors in the HT sphere to continuously and persistently address this issue. This requires sustained efforts and collaboration with the government, and other agencies and donors, including

⁶² Interview REM-KI-WIN-PROT-14, February 2021.

⁶³ Interview CX-KI-DIS-SUB-02, February 2021.

⁶⁴ U.S. Department of State, (2018), *Trafficking in Persons Report*, June, p. 92.

⁶⁵ USAID, (2019), *Bangladesh Counter Trafficking-in-Persons Mid-Term Implementation Plan Year 6+2 Months (October 1, 2019-November 30, 2020)*, October, p. 3; and USAID, (2018), *BC/TIP Modification #11*, November 29.

⁶⁶ U.S. Department of State, (2020), *Trafficking in Persons Report*, June, p. 93. The American Government is the single largest donor to Rohingya refugees, contributing \$70 million to fund humanitarian assistance in Cox's Bazar.

UN agencies and other United States Government (USG) departments. BC/TIP's strategy to proactively and strongly address the TIP recommendations was recognized and documented as a key intervention that improved the country's ranking, and therefore is a demonstrable, positive, and actionable strategy. Working relationships with the MoEWOE, IGP, and MoLJPA were based on personalities rather than institutional agreements, which inhibited BC/TIP's ability to conduct prevention interventions in safe migration and prosecution interventions with law enforcers. BC/TIP had successful collaborations with its main working partners, such as the MoHA, the Ministry of Social Welfare (MoSW), and the Ministry of Women and Children Affair (MoWCA).

4.3 EQ3: TO WHAT EXTENT HAS BC/TIP EFFECTIVELY ADDRESSED THE RECOMMENDATIONS OF ITS MIDTERM EVALUATION?

4.3.1 Midterm Evaluation Recommendations for USAID: Funding

FINDING: USAID substantially increased funding to BC/TIP following the recommendations of the 2017 MTE, and substantially increased its scope.

The 2017 MTE report recommended that USAID increase BC/TIP's funding while reducing its scope. The MTE stated that since the beginning of BC/TIP, funding has been "*insufficient to effectively implement an activity of such a large scope, resulting in two budget realignments in two consecutive years.*" The report recommended that USAID commits more funding to BC/TIP, "*reducing the scope of the activity, or redirecting resources from the prosecution component into survivor services.*"⁶⁷ In March 2018, the funding was increased by \$4 million, to almost \$9 million in total, and, in November 2018, increased to a total of \$11.8 million.⁶⁸

CA modification #9 in March 2018 contained the requirement to reduce the number of districts in which BC/TIP targeted from 25 to 20, dropping Joypurhat, Jamalpur, Meherpur, Patuakhali, and Shariatpur.⁶⁹ Also, through modification #9, BC/TIP reduced the target number of survivors empowered from 3,000 to 2,500; reduced the target number of leaders to "*rally their communities to prevent TIP and support survivors*" from 5,000 leaders to 700 Peer Leaders; and reduced the number of people reached with "*tailored behavior-change messages*" from 10 million ARP to 6 million people.⁷⁰ The target for the number of CTCs established was reduced from 300 to 50. These reductions were due to the limited budget for the scope of the activity. However, in CA mod. #11 in 2018, targets either reverted to the original or were amended again: e.g., the CTC target reverted to 300; the target number of survivors increased from 2,500 to 2,600; the target number of Peer Leaders increased from 700 to 800; and the target number of people to be reached by behavior change messages increased from 6 million to 6.1 million.

Instead of additional funding to support existing activities, as the MTE recommendations intended,⁷¹ the funding increased the scope to add CM and KML components with associated indicators; increased prevention activities to include training for migrants and youth peer leaders; strengthened regional referral networks for survivors; added criminal justice training; established programs for Rohingya refugees in Cox's Bazar; introduced CM and countering violent extremism (CVE) topics into campaigns; engaged community radios; produced a video on migration; conducted a follow-up assessment of its survivor service training; and held a national

⁶⁷ USAID/Bangladesh, (2017), *Final Evaluation Report: BC/TIP Midterm Performance Evaluation*, p. vii and p 35.

⁶⁸ USAID, (2018), *BC/TIP Modification #9*, March 5 and USAID, (2018), *BC/TIP Modification #11*, November 29.

⁶⁹ USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21, and USAID. (2018). *BC/TIP Mod. #9*, March 5, p. 6.

⁷⁰ USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21, and USAID. (2018). *BC/TIP Mod. #9*, March 5, p. 6.

⁷¹ The MTE Team Leader confirmed the intentions of the recommendations to the ET; Interview REM-KI-11, February 2021.

conference.⁷²

The MTE report recommended that USAID “redesign TIP programming to address the factors hindering successful prosecution of TIP cases.”⁷³ USAID provided funding for “training for criminal justice actors under the prosecution component” under CA modification #9. Although public prosecutors were trained, the Police HQ had not yet granted permission to conduct training.

4.3.2 Midterm Recommendations for the Implementing Partner

FINDING: BC/TIP effectively addressed the 2017 MTE recommendations programmatically, operationally, and financially.

The MTE report made four short-term recommendations that included: 1) improve survivor access to services (assess the needs of male survivors and support counseling services), 2) develop a more robust mechanism for monitoring survivor services, 3) establish a verification mechanism to ensure coordination across activity elements, and 4) strengthen budget and contractual management.⁷⁴ BC/TIP conducted a Needs Assessment for male victims of trafficking, published in 2018, and introduced trauma counseling training to address the demand for the specialized requirements of survivors.⁷⁵ In October 2019, the BC/TIP IP’s HQ staff conducted an internal programmatic, operational, and financial audit. In 2020, the Chief of Party (COP) aligned the sub-grantee’s contracting requirements to the six BC/TIP IRs.⁷⁶ BC/TIP successfully advocated with the Department of Social Services (DSS) to develop and adopt BC/TIP’s comprehensive survivor service guidelines which improved the SOPs for referrals for TIP victims and survivors.

The five medium-term recommendations included: 1) increase awareness of service directories; link survivor services to prosecution interventions; 2) develop a multi-stage process for moving from district service directories to a national referral mechanism (NRM); 3) increase sustainability of BC/TIP training interventions using in-service training mechanisms and developing rollout plans for the training of trainers (TOT); 4) strengthen ANIRBAN and Peer Leader components; and 5) redirect efforts to engage the private sector to small local companies.⁷⁷ BC/TIP established a district referral mechanism (service directories for survivors) in collaboration with local government and communities, which was distributed to ANIRBAN and Peer Leaders as part of their interlinked prevention and protection AR activities. The DRM is not yet a national referral mechanism, because COVID-19 limited BC/TIP’s efforts in 2020.

Under *Sub-IR 1.1 Task C.1 Training of Trainers for BMET and private TTC staff*, BC/TIP aimed to train 116 staff on TOT safe migration and TIP issues.⁷⁸ The 46 TOT trainers subsequently provided pre-departure information to 8,471 migrants (1,404 in government TTCs and 5,424 in private TTCs), of which 28 percent were female. BC/TIP planned to provide the remaining 70 trainers in 2020, but COVID-19 affected training and only 35 were trained.⁷⁹

Under *Sub-IR 2.1 Task A.1 Develop a pool of trainers for delivering training on the Survivor Services*

⁷² USAID, (2018), *BC/TIP Modification #9*, March 5.

⁷³ USAID/Bangladesh, (2017), *Final Evaluation Report: BC/TIP Midterm Performance Evaluation*, p. vii.

⁷⁴ USAID/Bangladesh, (2017), *Final Evaluation Report: BC/TIP Midterm Performance Evaluation*, p. vii.

⁷⁵ USAID/Bangladesh, (2018), *Report – Situation Analysis/Need Assessment on Trafficking Victim of Male Youth & Adults & Migrant Returnees in Bangladesh, Bangladesh Counter Trafficking-In-Persons (BC/TIP)*, October 7.

⁷⁶ Interview REM-KI-WIN-COP-20, February 2021.

⁷⁷ USAID/Bangladesh, (2017), *Final Evaluation Report: BC/TIP Midterm Performance Evaluation*, p. vii.

⁷⁸ BC/TIP MEL Plan, (February 2019), p. 36.

⁷⁹ USAID/Bangladesh, (2020), *BC/TIP Year 6 Annual Performance Report*, October 30, p. 94.

Guidelines (SSG), BC/TIP developed e-modules based on the SSG⁸⁰ and conducted two TOTs in 2019 for 68 participants (sub-grantees, NGO, and DSS), with 34 percent female).⁸¹

4.3.3 EQ3 Conclusions

CONCLUSION: Gaps continue in the delivery of protection and prosecution interventions at the national level.

Of the MTE recommendations, interventions to take the district referral mechanism (DRM)—a directory of protection providers for each district—to the national level have yet to occur, but is planned. The survivor monitoring mechanism requires further strengthening, and police training could not proceed due to permission and protocol requirements.

4.4 EQ4: TO WHAT EXTENT HAS THE BC/TIP ACTIVITY BEEN SUCCESSFUL IN STRENGTHENING COMMUNITY CAPACITY TO PREVENT TRAFFICKING-IN-PERSONS, UNSAFE LABOR MIGRATION, AND CM?

4.4.1 Community Partners

IRI: Strengthened capacity of communities to identify and prevent TIP

FINDING: BC/TIP used an effective holistic approach, engaging upazila and union partners to strengthen community capacity to prevent TIP.

BC/TIP was immense. Over 6.5 years, BC/TIP worked in eight divisions, 28 districts (*zila*), 90 sub-districts (*upazila*), and 344 unions (rural councils)—the administrative structure is shown in Annex 4.⁸² BC/TIP predominantly worked in 20 districts, although the prosecution trainings covered participants from all 64 districts in Bangladesh. BC/TIP aimed to strengthen four key community groups: 1) ANIRBAN: 4 volunteer survivor groups in Cox’s Bazar, Jashore, Rajshahi, & Rangpur; 2) Peer Leaders: volunteer youth; 3) CTCs: local government members at district, upazila, and union level; and 4) DEMOs. They worked together effectively on prevention and protection interventions, such as pre-decision and pre-departure information on safe migration for migrants seeking employment abroad, and the identification of victims.

4.4.2 Prevention Objective Indicator

FINDING: BC/TIP strengthened the capacity of communities to prevent HT and CM reflected by an increase in activities from 2015 to 2020, from 706 in Year 1 to 6,303 in Year 6, through a total of 31,260 actions.

The objective indicator that measures IRI’s success is *1.1 Number of actions taken by communities, local government & GOB institutions to prevent TIP and child marriage*, with a target of 30,557. The original target was 20,116 actions, which was increased in 2018 to 25,000 to include the prevention of children at-risk of early marriage. The target was further revised in 2018 to 26,000 to include actions taken to support the Rohingya and host communities in Cox’s Bazar, and eventually increased to 30,557.⁸³ The actions are defined in the program’s PIRS.⁸⁴ The data in Table 3 show a total change from 2015 to 2020 of 5,597 (793 percent). The rate of change was

⁸⁰ BC/TIP MEL Plan, (February 2019), p. 36.

⁸¹ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 32.

⁸² BC/TIP, February 16, 2021, provided at the request of the ET.

⁸³ BC/TIP MEL Plan, February 2019, p. 44.

⁸⁴ USAID/Bangladesh, (2019), *BC/TIP MEL Plan (with Modification #11)*, February, p. 40-42.

more significant in the first three years, before reaching a plateau.

Table 3: BC/TIP Number of Actions to Prevent TIP and CM, 2015-2020 (September 2020)

| Indicator | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------|
| Target | 0 | 4,406 | 5,000 | 7,000 | 7,500 | 6,651 | 30,557 |
| Actual # Actions | 706 | 4,406 | 5,420 | 7,125 | 7,300 | 6,303 | 31,260 |
| Annual % | 3% | 14% | 17% | 23% | 23% | 20% | 100% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, p. 101; and BC/TIP MEM Plan, February 2019, p. 44. Note: CM actions occurred from 2018.

4.4.3 Identification of ARP for Preventive Interventions

FINDING: BC/TIP greatly strengthened the capacity of communities to identify and prevent TIP by 737 percent from 2015 to 2020.

BC/TIP annually tracks the source of at-risk individuals referred to BC/TIP for preventive actions to reduce their vulnerability to trafficking and CM.⁸⁵ Throughout its implementation, BC/TIP supported 5,217 ARP (Table 4). Table 4 shows that Peer Leaders, the volunteer youth groups identified and referred 71 percent of all BC/TIP supported ARP, compared with one percent of government referrals. Community groups identified 12 percent of ARP, with CTC members identifying 6 percent, and sub-grantees 5 percent.

Table 4: BC/TIP Source of Referrals of ARP, 2015-2020 (September 2020)

| Category | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| Peer Leader | 22% | 64% | 91% | 73% | 64% | 58% | 71% |
| Community/CBO | 21% | 32% | 2% | 1% | 3% | 8% | 12% |
| CTC | 0% | 0% | 2% | 16% | 21% | 6% | 6% |
| Sub-Grantee | 57% | 4% | 5% | 9% | 7% | 5% | 5% |
| Others | 0% | 0% | 0% | 0% | 2% | 16% | 3% |
| Government | 0% | 0% | 0% | 1% | 1% | 0% | 1% |
| ANIRBAN | 0% | 0% | 0% | 0% | 2% | 6% | 2% |
| NGO/INGO | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Police/Court | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total # | 100 | 1,571 | 1,417 | 637 | 655 | 837 | 5,217 |
| Annual % | 2% | 30% | 27% | 12% | 13% | 16% | 100% |

Source: BC/TIP, February 9, 2021, at the ET's request for data. Note: CM actions occurred from 2018.

4.4.4 Prevention Interventions

FINDING: BC/TIP's most successful prevention interventions that contributed to the capacity of communities to identify and prevent TIP included TIP training, AR, and the strengthening of peer leaders and survivor groups.

“There are two significant successful interventions – awareness raising which the government initiates and ... peer leaders because they are change agents in the community.” Sub-grantee, REM-FGD-SUB-CM-21

The results for IR1, to strengthen the capacity of communities to identify and prevent TIP, show

⁸⁵ BC/TIP MEL Plan, February 2019, p. 10.

achievement against its 13 indicators (Table 5), which are expected to reach their targets by May 2021. The interventions include AR, the establishment of CTCs, TIP training for a range of stakeholders, and the identification of ARP who are referred to at least one support service.

Table 5: BC/TIP IRI Prevention Indicators, Targets, and Results (September 2020)

| IRI: Prevention Indicators (strengthen capacity to identify & prevent) | Target | Results Sept. 2020 | % |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------|------|
| 1.1 # actions taken by communities, local government, and GOB to prevent TIP & CM | 30,557 | 31,260 | 102% |
| 1.2 % of target population that shows an awareness of TIP | 80% | May 2021 | |
| 1.3 # ARP/survivors identified by communities and referred to at least one support service | 9,149 | 8,375 | 92% |
| 1.4 # CTCs established and fully functioning | 300 | 258 | 86% |
| 1.5 % trained CTC members with an increased level of knowledge of their roles/responsibilities | 85% | 87% | +2% |
| 1.6 # peer leaders, including ANIRBAN, trained to combat TIP and CM | 1,052 | 962 | 91% |
| 1.7 # people, i.e., law enforcement, health care providers, educators, etc. exposed to mass media campaign that provides information about TIP | 6,178,967 | 6,186,132 | 100% |
| 1.8 # overseas migrants who received training on safe migration, TIP, rights, and redress | 26,239 | 25,260 | 96% |
| 1.9 # RAs providing safe migration information to migrants | 85 | 50 | 59% |
| 1.10 # unduplicated CTCs who received training in their roles and responsibilities | 3,340 | 3,005 | 90% |
| 1.11 # DEMO officials who received training on safe migration and TIP | 124 | 124 | 100% |
| 1.12 # journalists trained on TIP, safe migration and CM issues | 250 | 202 | 81% |
| 1.13 # people reached by an intervention providing GBV services (e.g., health, legal) | 6,100,000 | 5,030,246 | 82% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

4.4.5 Awareness Raising on TIP and CM issues

FINDING: BC/TIP sub-grantees said AR on TIP issues was their “best” and most effective intervention, due to mass media and social media.

Seven of the 13 BC/TIP sub-grantees (54 percent) placed AR as their most impactful intervention. Sub-grantees visit schools with Peer Leaders to raise awareness of early CM to prevent the dropout rate of girls who may be thinking of marriage.⁸⁶ BC/TIP reached 6.2 million community members through TIP mass media campaigns (Table 5). Eleven community radio programs provided awareness raising in 13 of the 20 BC/TIP-supported districts, which reached 65 upazilas and 467 unions.⁸⁷ While the radio programs were devised for the local community, one sub-grantee received gratitude from a Bangladeshi listener in Dubai who heard the safe migration radio campaign.⁸⁸ Facebook-based AR, as well as YouTube videos and Messenger text, received extensive responses, anecdotally, as well as 12 digital signboards and 60 billboards with CM messages in upazila premises and at the union level. Sub-grantees recognized the need for the government to continuously maintain AR interventions to counter TIP, and one BC/TIP trained journalist noted the importance of religious leaders in the AR campaigns.⁸⁹ A community police officer said remote communities do not have internet and that AR worked better at ward level

⁸⁶ Interview REM-FGD-SUB-CM-21, February 2021.

⁸⁷ Information provided by BC/TIP, February 16, 2021.

⁸⁸ Interview REM-KI-WIN-PREV-18, February 2021.

⁸⁹ Interview SA-KI-DIS-JOU-03, February 2021.

(below union level) rather than at village level.⁹⁰

4.4.6 Safe Legal Migration Training

FINDING: Safe legal migration training of prospective migrants reached a small portion of the emigrant workforce and its message structure was ineffective. The online safe migration e-module has gaps related to internal migration.

BC/TIP developed *10 Steps to Safe Legal Migration* with some customized messages for Ready-to-Go migrants. It also has five TIP-related e-modules uploaded on the government portal, the Access to Information (a2i) platform, including one on safe migration, with users expected to be potential migrants.⁹¹ Each of the e-modules contains a 7 to 10-minute video and an information sheet with salient points. The safe migration video outlines ten step-by-step processes for safe migration and informed decision-making, with information on government agencies and the Bangladesh Association of International Recruiting Agencies (BAIRA). The a2i platform will issue a completion certificate after the online course. The e-modules were uploaded in February 2021, and are still in the testing phase.⁹² However, the ET conducted an observation visit in Dhaka.

The online course for computers and mobile phones is easy to use and is a relevant, innovative approach to safe migration messaging. However, the ET noticed gaps in the online course. The e-modules are focused on international migration, and do not cover internal migration (within Bangladesh). Nor do they provide examples on female labor migrants.

Migrant pre-decision and pre-departure training was not extensive in BC/TIP due to the MoEWOE's reluctance to provide information on HT through its overseas employment agencies, such as BMET and the Bangladesh Overseas Employment and Services Limited (BOESL) agency, the sole government-owned and government-operated RA. Instead, BC/TIP provided training to RAs (50 of 85 planned) and DEMO officials (all 124 planned trainings), as well as to other groups, such as CTCs. The MoEWOE decentralized activities for labor migration in early 2019 to the DEMOs—which provide fingerprinting, smart cards, etc.—and are in a position to inform migrants.

BC/TIP use the same government-established AR messages, with a slight change, that the DEMOs and TTCs use. However, as DEMOs do not have the resources to provide AR to communities, BC/TIP worked in the communities. The slight change is that the DEMO used a 12 Step approach, splitting two steps of the BC/TIP 10 Step approach.⁹³

Indicator 1.8 is the *Number of overseas migrants who received training on safe migration, TIP, migrants' rights, and redress mechanisms*, with a target of 26,239. BC/TIP provided training to 25,260 migrants or 0.6 percent of all migrants who emigrated between 2015-2019 (95 percent of the target) through its sub-grantees (fairs, school programs, etc.) and through the TTCs, where migrants receive BC/TIP-supported work-based skills training. Of the 25,260 migrants, 19,685 (78 percent) were male and 5,575 (22 percent) were female. Seventy-nine (79) percent of safe migration training was conducted through TTCs to 19,937 migrants (77 percent males and 23 percent females).⁹⁴

Stakeholders and beneficiaries confirmed that they received training. A youth development officer

⁹⁰ Interview CX-KI-DIS-POL-14, February 2021.

⁹¹ The 5 e-modules are: Safe Migration; Trafficking-in-Persons; Legal Framework and Social Protection; Counter Trafficking Committees; and Financial Management.

⁹² Interview DH-DO-NAT-A21-14, February 2021.

⁹³ Interview RP-KI-DIS-SUB-12, February 2021.

⁹⁴ *BC/TIP Year 6 Annual Performance Report*, October 30, 2020, p. 71.

in Chapainowabgonj said, “People at least recall our information regarding safe migration before taking any decision, so that I feel the number of human trafficking has reduced in a remarkable number.”⁹⁵ However, stakeholders indicated that although the safe migration messaging was consistent across all groups, it should be customized. Others thought that migrants believed the safe migration steps guaranteed that no trafficking or exploitation would occur if they knew the 10 Steps, and therefore the exploitation message should be more explicit. As one sub-grantee member said, “We scatter among the audience. It is like 400-500 people are watching as the troupe is performing ... we try to hear their conversation. They say: ‘We wouldn’t fall in danger if we went abroad maintaining the ten steps.’”⁹⁶

In addition, a sub-grantee in Rangpur said that middlemen still approach prospective migrants with lower education and fewer means to travel to the district to process the required paperwork for the 10 Steps: “they feel comfortable to deal with the middleman rather than meet with DEMO, the passport office, recruiting agencies, to check the validation of their visa, etc. Community people are not so much educated, and their social mobility is less.”⁹⁷

4.4.7 TIP Media Training

FINDING: Journalists and media groups proactively use “mindful” reporting techniques and assist in highlighting incidences and cases of HT and CM.

“There were some workshops... facilitators from BC/TIP are excellent. The events and the materials are of brilliant quality.” – Journalist, Cox’s Bazar, CX-KI-DIS-JOU-12

Significantly, a sample of the 202 journalists and media personnel trained stated in evaluation KIIs and FGDs that the BC/TIP training increased their capacity for “mindful” reporting on migrant and HT issues due to the quality of training and rapport with the sub-grantees. “As a journalist, we are quite impressed ... No other organization so far has done such activities in Cox’s Bazar before, although it is a haven for trafficking.”⁹⁸

For journalists, BC/TIP’s sub-grantees assisted them to develop an Action Plan during training, and journalists now fact-check TIP or CM articles with BC/TIP staff when publishing. Previously, media outlets rarely published information on HT, but interviewees said they are more actively attending TIP workshops/events and reporting on them. One sub-grantee noted that “for the change that is taking place, journalists are playing a very important role. They are bringing up the cases.”⁹⁹

4.4.8 Messaging on Countering Violent Extremism

FINDING: BC/TIP found no significant nexus between trafficking and CVE and therefore didn’t include CVE messaging in safe migration and TIP training.

The March 2018 modification #9 to the BC/TIP CA, under IRI: Orientation for migrant workers, stated that part of the additional funding would be “for example...for introducing...countering violent extremism (CVE) topics into public mobilization campaigns, as part of pre-departure training and to recognize the danger of being recruited by extremist organizations.”¹⁰⁰

BC/TIP conducted a needs assessment on male trafficking victims in 2018.¹⁰¹ BC/TIP devoted 10

⁹⁵ Interview CH-KI-DIS-05, February 2021.

⁹⁶ Interview CX-KI-DIS-SUB-03, February 2021.

⁹⁷ Interview RP-KI-DIS-SUB-12, February 2021.

⁹⁸ Interview CX-KI-DIS-JOU-12 and CX-KI-DIS-JOU-13, February 2021.

⁹⁹ Interview CX-KI-DIS-SUB-02, February 2021.

¹⁰⁰ USAID, (2018), BC/TIP Modification #9, March 5.

¹⁰¹ USAID/Bangladesh, (2018), Report – Situation Analysis/Need Assessment on Trafficking Victim of Male Youth & Adults & Migrant Returnees in Bangladesh, Bangladesh Counter Trafficking-In-Persons (BC/TIP), October 7.

percent of the quantitative questions to CVE issues, and the results of the assessment revealed “no significant findings on CVE and victims of trafficking or labor migrant returnees.” Therefore, “BC/TIP has not yet designed specific CVE messaging into existing safe migration and TIP training and activities.”¹⁰² The U.S. Department of Justice, through the International Criminal Investigative Training Assistance Program (ICITAP), conducts CVE training, but not with BC/TIP.¹⁰³ Two sub-grantees confirmed that BC/TIP staff oriented them on CVE but did not recall seeing AR messaging. One tried to provide CVE training in partnership with the DEMOs, but “this was discontinued after six months so we did only seven months of this training in total.”¹⁰⁴ However, another sub-grantee in Satkhira said, “There are police cases against 7,000 people in this area related to their involvement with violent extremism,” although the ET was unable to confirm this.¹⁰⁵

The UN noted both positive and negative trends related to CVE during the COVID-19 pandemic. The positive trends are: 1) decreased recruitment activities in public spaces and other offline settings, 2) decreased visibility for violent extremism and terrorist groups in media, and 3) potential discontent towards leaders of violent extremist and terrorist groups. The negative trends are: 1) increased spread of disinformation, conspiracy theories, and propaganda, 2) increased recruitment online, and 3) backfire of preventative COVID-19 lockdown measures.¹⁰⁶

Analysis of the UN’s Security Council’s Counter-Terrorism Committee Executive Directorate (CTED) suggests that, despite the continuation of terrorist violence and concerns that violent extremists will seek to exploit COVID-19 in their recruitment processes, there remains little evidence of the impact of the pandemic on terrorism and violent extremism.¹⁰⁷

4.4.9 Behavior Change

FINDING: AR indicators are focused on the transfer of information (outputs) rather than on behavior change (outcomes).

Stakeholders indicated anecdotal changes of behavior after awareness raising and training, such as potential migrants asking more questions about the process for safe migration.¹⁰⁸ However, the AR and training have limited follow up due to the extent of the training and the limited number of BC/TIP staff. Furthermore, the indicators are output-driven (the number of trained or received AR), rather than outcome-driven (evidenced change of behavior).

There are two outcome prevention indicators. One outcome indicator is *1.5 Percent of trained CTC members with an increased knowledge of their roles and responsibilities* with a target of 85 percent and 87 percent achieved. The other outcome indicator is *1.2 Percent of the target population that shows an awareness of trafficking-in-persons* with a target of 80 percent. BC/TIP conducted a knowledge, attitude, and practices (KAP) baseline survey report in 2018 with CTCs, local government, Peer Leaders, ANIRBAN, and families of victims on their understanding of safe migration, trafficking, and CM to determine knowledge gaps.¹⁰⁹ The KAP approach will be used

¹⁰² USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 30.

¹⁰³ Interview REM-KI-DOJ-09, February 2021.

¹⁰⁴ Interview CX-KI-DIS-SUB-02, February 2021.

¹⁰⁵ Interview SA-KI-DIS-SUB-01, February 2021. There are 7,248 police cases investigating HT according to the Ministry of Home Affairs in February 2021.

¹⁰⁶ UNITAR, (2020), *Impact of Covid-19 on Violent Extremism and Terrorism*, UN Institute for Training and Research.

¹⁰⁷ CTED, (2020), *The impact of the COVID-19 pandemic on terrorism, counter-terrorism and countering violent extremism*, United Nations Security Council Counter-Terrorism Committee Executive Directorate, June, p. 2.

¹⁰⁸ Interviews CX-FG-DIS-PLA-06, February 2021.

¹⁰⁹ USAID/Bangladesh, (2018). *KAP Baseline Survey Report, February-April 2018, USAID’s Bangladesh Counter Trafficking-In-Persons (BC/TIP) Program*, November 27.

to internally assess indicator 1.2 in May 2021. Both indicators assess knowledge, but do not explicitly assess behavior change.

4.4.10 Counter Trafficking Committees

FINDING: Government CTC members found their role challenging and unsupported by the national government.

Of the 27 CTC participants interviewed, 23 (85 percent) indicated that their CTC was active. The GOB established CTCs through the NPA from 2014 with MoHA and local government bodies, and BC/TIP trained them on safe migration and TIP-related issues. Primarily, BC/TIP sub-grantees worked with upazila-level CTCs. BC/TIP staff found the “activation” of local government CTCs challenging up the second year of implementation due to their changing membership, particularly as a result of upazila parishad and union elections.¹¹⁰ Outside of BC/TIP’s area of operation, CTCs are largely inoperative. Salaried government members of CTCs regarded their

“I am not aware of the CTC.” – The Additional Director of the Migrant Welfare Desk in one District Administration responding to the ET’s question to him as the designated secretary of the district CTC. The AD called his assistant who verified that he was, indeed, the secretary for the district CTC.

membership as voluntary, because they are not given additional compensation for this “extra work.” Therefore, BC/TIP increased training and involved the volunteer community groups, ANIRBAN and Peer Leaders to connect the government with the community leading, after 2017, to more communication and fewer challenges. In 2020, BC/TIP produced a learning paper on the CTC process.¹¹¹ Many observers at the district level noted that CTCs would cease to function if the program were to close.

A few union-level CTCs now have an annual budget for TIP activities. With the CTC, a sub-grantee said, “we identified 238 survivors, trained 145 of them, gathered 3,188 villagers in our community mobilization meetings, did 102 theater shows and 65 other shows for message dissemination ... The CTC stopped a total of 34 child marriages.” However, one Additional Director (AD) of the Migrant Welfare Desk at the District Administration, who was the designated member secretary of the district CTC for six months, said he was not aware of any such CTC and had not attended any meetings. He was also not aware that he was the CTC secretary. The most recent meeting on record occurred in June 2019. His assistant had already written the meeting minutes for the next CTC meeting, which had not yet taken place. He said he would now instigate regular CTC meetings every month, as per the MoHA gazette notification.¹¹²

However, the NPA is not yet fully implemented, and is not aligned with the UN 2030 Sustainable Development Goals in terms of decent work, reduced inequalities, and justice. CTC members stated that there is one day each month to hold all upazila committee meetings, which include up to 20 different committees, with about 10 minutes each to discuss their actions.¹¹³ CTCs indicated that monthly meetings are only held regularly in Jashore, and in other districts predominantly at the district level. There is no CTC in Dhaka City where there are 1,200 pending cases.¹¹⁴

¹¹⁰ USAID/Bangladesh, (2016). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 2*, p. 66.

¹¹¹ USAID/Bangladesh, (2020), *BC/TIP, Learning Paper: Counter Trafficking Committee (CTC)*, December 5.

¹¹² Interview KH-KI-DIS-CTC-08, February 2021.

¹¹³ Interview KH-SG-DIS-CTC-01, February 2021.

¹¹⁴ Interview REM-KI-JC-24, February 2021.

FINDING: CTCs also worked to prevent CM, and sub-grantees continued to work with CTCs despite the existence of Prevention of Child Marriage Committees.

There are separate government Prevention of Child Marriage Committees (PCMCs), but BC/TIP-supported CTCs don't work with them.¹¹⁵ Although IR5: Child Marriage was introduced from 2019, sub-grantees introduced child marriage activities to their existing CTCs instead of establishing new relationships with the PCMCs, because they had worked with CTCs since 2015.¹¹⁶ Throughout the country, CTCs and PCMCs do not collaborate on activities together.

4.4.11 Child Marriage Interventions

IR5: Increased responsiveness of duty bearers and justice actors on CM issues

FINDING: BC/TIP increased the responsiveness of duty bearers and justice actors on CM issues, with 86 percent who increased their level of knowledge.

The two outcome indicators that measured IR5's success were 5.1 *Percent of trained communities with an increased level of knowledge on the provision of the Child Marriage Act*, with a target of 80 percent, and 5.2 *Percent of the community that have demonstrated increased awareness on child marriage issues*, with a target of 80 percent. BC/TIP conducts a pre-test and post-test during training, tracks the number of duty bearers and justice actors who received CM training, and follows up on the application of the knowledge gained about the CMRA.¹¹⁷ BC/TIP reported that 4,707 duty bearers (marriage registrars) and justice personnel were trained (77 percent of the target of 6,137). BC/TIP also reported 86 percent of community personnel with increased knowledge of the CMRA and 83 percent with increased awareness of CM issues (Table 6). Also, 1,272 TIP victims and ARP received direct or referral support, 232 over target.

Table 6: BC/TIP IRI Child Marriage Indicators, Targets, and Results (September 2020)

| IR5: Child Marriage Indicators (increase responsiveness on CM) | Target | Results | % |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-------------|
| 5.1 % trained communities (peer leaders/ANIBIRBAN, duty bearer justice actors) with an increased level of knowledge on the provision of the CMRA | 80% | 86% | +6% |
| 5.2 % community demonstrated increased awareness on CM issues | 80% | 83% | +3% |
| 5.3 # duty bearers (marriage registrars) receiving capacity building | 6,137 | 4,707 | 77% |
| 5.4 # community members exposed to the provisions of the CMRA | 6,100,000 | 7,435,154 | 122% |
| 5.5 # CM victims and ARP receiving direct services and referrals | 1,040 | 1,272 | 122% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109; and updated on March 8, 2021, with current BC/TIP-provided figures. Note: 4,808 # duty bearers trained, 1,337 CM victims supported, and 5.7 million people exposed to the CMRA are reported in the September 2020 annual report.

The CM component commenced in 2018 with existing sub-grantees including it as part of their regular duties and, from January 2020, with a new sub-grantee specializing in preventing CM. However, due to the COVID-19 pandemic from March 2020, the new sub-grantee had worked for only three months over the period from January to August 2020, before BC/TIP ended their contract. Training for adolescent at-risk girls could not be conducted in 2020, in person or online because they did not have the necessary equipment (computer or smartphone).¹¹⁸ Therefore, about 50 percent of the interventions were conducted in 2019.

The main issue is that, at the local level, notary publics (marriage registrars or duty bearers),

¹¹⁵ Interview REM-FGD-SUB-CM-21 and CX-SG-DIS-SUB-25, February 2021.

¹¹⁶ Interview CH-FG-DIS-CTC-02, February 2021.

¹¹⁷ BC/TIP MEL Plan, February 2019, p. 72.

¹¹⁸ USAID/Bangladesh, (2020). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 6*, p. 39.

perform “court marriages” and they may be coerced to marry the couple. There are also unregistered (*Kobul*) marriages and the manipulation of birth certificates to show the legal age.¹¹⁹

FINDING: BC/TIP improved the access of ARP and CM victims to assistance from 2019 to 2020, from 417 in Year 5 to 851 in Year 6, to support 1,272 people.

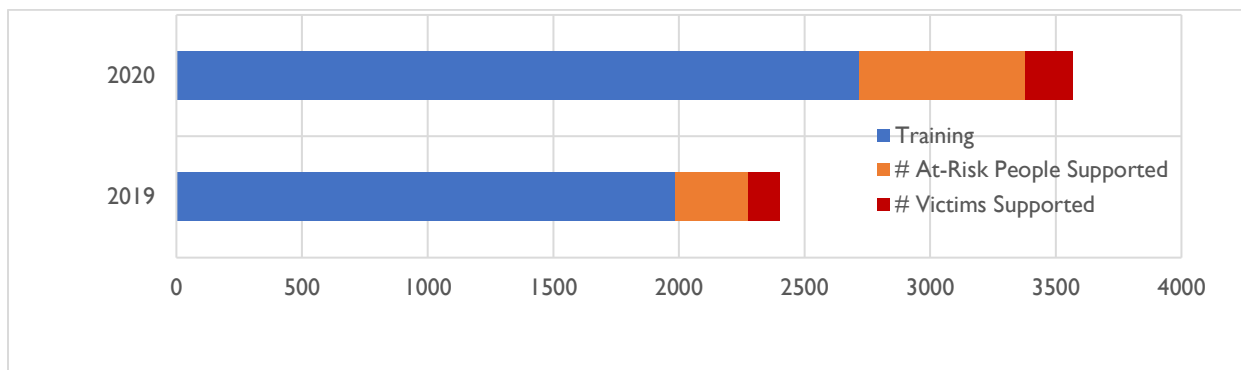
BC/TIP assisted 217 people in 2019 and 851 in 2020 to total 1,272 at-risk and victims of CM (Table 7). This included nine at-risk males and one male victim (total of ten) in 2019; and 23 at-risk males and seven victims for a total 30 in 2020. All seven victims of CM in 2020 were from Cox’s Bazar. There was a total of 40 males assisted under the CM intervention. Hence, the assistance increased by 200 percent for males from 2019 to 2020, and by 102 percent for females, totaling 104 percent increase for the combined groups from 2019 to 2020.

Table 7: BC/TIP Child Marriage Training and Assistance, 2018-2020 (February 2021)

| | 2018 | 2019 | 2020 | Total |
|---------------------------|------|-------|-------|-------|
| # Trained Duty Bearers | 6 | 1,984 | 2,717 | 4,707 |
| # At-Risk People Assisted | 0 | 294 | 664 | 958 |
| # Victims Assisted | 4 | 123 | 187 | 314 |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109; and updated on February 8, 2021, with current BC/TIP-provided figures.

Figure 2: Child Marriage Training and Assistance 2018-2020



4.4.12 Gender and Social Inclusion

FINDING: BC/TIP promoted gender and social inclusion within its interventions, providing role models in the TIP, safe migration, and CM areas.

BC/TIP not only ensured that its policy, legal, and its 4P action plans were gender-responsive, but it also ensured gender-related training addressed protection issues for both men and women. Sub-grantees recognized the importance of addressing gender disparities for victims of trafficking and CM in terms of including people from all minority groups. One example was BC/TIP’s partnership (since 2018) with a private garment company that not only employs trafficking survivors, but also transgender people and people with disabilities in three different product departments. In 2018,

¹¹⁹ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 63.

the company employed one VOT; now, he is a supervisor, with two more VOT employees since August 2020. The company attempted to hire transgender people in 2013, but faced discrimination challenges, and tried again successfully in 2018. In a workforce of 2,000, it has 70 percent women, eight transgender people, and three VOTs. The Project Leader stated, “There are 4,000 garment factories in Bangladesh; we believe we are a role model for equality and inclusivity.”¹²⁰

4.4.13 EQ4 Conclusions

The five major prevention achievements included: 1) strengthening community volunteer groups (youth and survivors of trafficking); 2) strengthening connections between the government and civil society; 3) identification of 8,375 ARP and victims/survivors who received support; 4) the number of CTIP actions taken holistically by communities and government at the local and national levels to prevent TIP and CM; and 5) extensive training.

CONCLUSION: BC/TIP’s AR activities were most effective at strengthening the capacity of communities to identify ARP (prevention) and survivors of trafficking (protection) but were mixed in their capacity to follow up actions taken.

BC/TIP has been highly successful in achieving prevention interventions on citizen awareness of TIP, with enhanced systems in place for protection and prosecution that are beginning to show positive results. These enhanced systems include the district referral directories, completed in 2019. While they are currently in 25 districts, there is the potential to expand to other districts and upscale the directories to the national level.

The level and frequency of AR campaigns and training across the 4Ps was extensive, particularly at the community level and in the justice sector. However, difficulties in sustaining long-term relationships at the national level, and the Police HQ’s denial of permission to conduct police training, limited the training for agencies under the MoEWOE and for law enforcement.

Traditional media—community radio and television—continued to be popular methods for information campaigns, but other communication formats such as online and social media are gaining traction, particularly for younger populations. Physical campaigns—disseminating brochures in public places of high foot traffic—are preferred by NGOs and State agencies, because they are easy, immediate, personal, and responsive, connecting people to people—although this method was restricted in 2020 during the COVID-19 pandemic.

BC/TIP has four outcome indicators that attempt to assess the level of awareness or knowledge of TIP and CM: *1.2 Percent of the target population that shows and awareness of TIP* (prevention); *3.1 Percent of criminal justice personnel who demonstrate an increased level of knowledge on the rule and laws governing TIP, migration, etc.* (prosecution); and two CM indicators, *5.1 Percent trained communities with and increased level of knowledge of the Child Marriage Act*, and *5.2 Percent of community that have demonstrated increased knowledge*. Indicator 1.2 will be assessed in May 2021, and the other indicators resulted in a percentage range from 83-86 percent. However, the limited follow up, due to the extensive number of trainings, limited BC/TIP’s ability to assess the conversion of training, awareness, and knowledge into actions and behavior change.

¹²⁰ Interview REM-SGD-PRI-16, February 2021.

CONCLUSION: BC/TIP’s approach to the identification of ARP and survivors of trafficking was a major achievement at the community level through volunteer groups, but the GOB’s involvement in the identification of victims is limited.

The processes for the identification of ARP and VOTs is a major achievement for BC/TIP. For example, sub-grantees, NGOs, and law enforcement were previously not actively involved in the identification of victims, but due to BC/TIP training, the sub-grantees and communities—especially community volunteer groups Peer Leaders and ANIRBAN—are now actively involved and are working proactively with law enforcement to increase their role in victim identification. This was also a result of BC/TIP encouraging the use of SOPs among sub-grantees under IR2.

Hence, Peer Leaders and ANIRBAN worked collaboratively in a symbiotic, interlinked way to identify 71 percent of BC/TIP’s total number of ARP and 29 percent of BC/TIP’s total number of survivors. Sub-grantees identified 5 percent of ARP and 19 percent of survivors; community members identified 12 percent of ARP and 13 percent of survivors; CTCs identified 6 percent of ARP and 9 percent of survivors; whereas local government identified one percent of ARP and one percent of all BC/TIP survivors being supported through its interventions.

CONCLUSION: Government committees, while active, have yet to identify a significant number of VOTs for support and have yet to document actions.

The government CTCs have only identified one percent of BC/TIP’s survivors, and are active in conjunction with sub-grantees, rather than on their own. The ET did not interview CTCs unaffiliated with BC/TIP; nevertheless, stakeholders said that the most active committees are the 300 CTCs that work in the BC/TIP-supported locations.¹²¹

4.5 EQ5: TO WHAT EXTENT HAS THE BC/TIP ACTIVITY BEEN SUCCESSFUL IN INTEGRATING SURVIVORS IN THE FAMILY/SOCIETY?

4.5.1 Protection Outcome Indicator

IR2: Improved access of trafficking victims to assistance

FINDING: BC/TIP greatly improved the access of VOTs to assistance with an average annual rate of change of 51 percent to support a total of 3,067 survivors.

The outcome indicator that measures IR2’s success is *2.1 Percent annual change in survivors referred to BC/TIP service providers by other agencies (government & non-government agencies, court, police, partner organizations, etc.)*. BC/TIP tracks the source of referrals by individuals who report that they were referred to the program by other participating agencies working in partnership with BC/TIP.¹²² BC/TIP reports a 23 percent annual change against a 30 percent target in its September 2020 annual report (Table 8, below) with a total of 3,067 survivor referrals.

4.5.2 Identification of Survivors for Protection Interventions

FINDING: Non-governmental sources accounted for 78 percent of trafficking survivor referrals to essential services—with the volunteer survivor group ANIRBAN leading the effort with 29 percent of survivors referred.

The annual data in Table 8 show a total increase from 2015 to 2020 of 583 (450 percent), and an average annual rate of change of 51 percent, which is 162 percent (Year 1 To year 2); 50 percent

¹²¹ Interview DH-FG-NAT-SUB-03, February 2021.

¹²² BC/TIP MEL Plan, February 2019, p. 62.

(Year 2 to Year 3); 46 percent (Year 3 to Year 4); minus one percent (Year 4 to Year 5); and minus 4 percent (year 5 to year 6). Notably, the rate of change was more significant in the first four years, before it subsequently reached a plateau.

Table 8: BC/TIP Source of Survivor Referrals, 2015-2020 (September 2020)

| Category | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| ANIRBAN | 23% | 23% | 43% | 30% | 15% | 34% | 29% |
| Sub-Grantee | 12% | 26% | 13% | 27% | 19% | 15% | 19% |
| NGO/INGO | 18% | 9% | 27% | 21% | 24% | 0% | 17% |
| Community/CBO | 18% | 34% | 5% | 4% | 12% | 17% | 13% |
| CTC | 5% | 4% | 11% | 9% | 14% | 7% | 9% |
| Peer Leader | 0% | 0% | 0% | 5% | 7% | 4% | 4% |
| Others | 2% | 0% | 0% | 2% | 2% | 18% | 4% |
| Police/Court | 10% | 3% | 1% | 1% | 6% | 2% | 3% |
| Government | 2% | 1% | 0% | 1% | 1% | 1% | 1% |
| Own | 10% | 0% | 0% | 0% | 0% | 2% | 1% |
| Total # | 125 | 328 | 493 | 720 | 713 | 688 | 3,067 |
| Annual % | 4% | 11% | 16% | 24% | 23% | 22% | 100% |

Source: BC/TIP, February 9, 2021, at the ET's request for data. Note: CM actions occurred from 2018.

Table 8 shows that the community volunteer group of survivors of trafficking, ANIRBAN, referred 29 percent of all BC/TIP supported survivors, compared with one percent of government referrals. There are four ANIRBAN groups: Cox's Bazar, Jashore, Rajshahi, and Rangpur. To identify VOTs, ANIRBAN members follow the 2012 Prevention and Suppression of Human Trafficking Act and the BC/TIP Victim Identification Checklist. They noted that Cox's Bazar is a highly conservative district, and the survivor identification rate is low.

4.5.3 Protection Interventions

FINDING: BC/TIP's most successful protection interventions that contributed to the improved VOT access to assistance included the reintegration of survivors into family/society, district referral directories, and trauma counseling training.

The results for IR2: Improve the access of trafficking victims to assistance, show achievement against its 7 indicators (Table 9), which are expected to reach their targets by May 2021. The interventions include trauma counseling training, the development of referral directories, and the number of survivors receiving support. The indicator *Number of counselors, social workers, and health care workers who have received trauma counseling*, is currently below target because the February 2021 training numbers are not yet included in the results.

Table 9: BC/TIP IR2 Protection Indicators, Targets, and Results (September 2020)

| IR2: Protection Indicators (improved access of VOT to assistance) | Target | Results | % |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|------|
| 2.1 % annual change in survivors referred to services by other agencies (government, NGO, court, police, partner organization, Border Guards Bangladesh (BGB), Rescue, Recovery, Repatriation, and Integration (RRRI) Task Force, etc.) | 30% | 23% | -7% |
| 2.2 # survivors of TIP receiving services | 3,167 | 3,067 | 97% |
| 2.3 # BC/TIP partners implementing the 2014 ACT Standards & Protocols for survivor services and new GOB minimum standards of care and services for survivors | 10 | 10 | 100% |

| IR2: Protection Indicators (improved access of VOT to assistance) | Target | Results | % |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|------|
| 2.4 # counselors, social workers, and health care workers who received training in using TIP & CM-specific trauma and care tools to track survivors' recovery progress | 254 | 174 | 69% |
| 2.5 # consultations conducted with partners to develop referral directories | 27 | 28 | 104% |
| 2.6 # district-level referral directories of service providers developed | 25 | 25 | 100% |
| 2.7 # staff from GOB & NGO trained on comprehensive survivors' services | 240 | 222 | 93% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

4.5.4 District Referral Mechanism: Referral Directories

FINDING: BC/TIP's 25 district referral directories were widely used.

To improve the referral process to protect and support VOTs with safe and appropriate services, BC/TIP aimed to strengthen partnerships between government agencies sub-grantees, local NGOs, and other community services. The definition of a DRM is a flexible, customized “*cooperative framework through which government actors fulfil their obligations to protect and promote the human rights of trafficked persons, coordinating their efforts in a strategic partnership with civil society*”¹²³ so that a victim/survivor can be identified and referred for legal, medical, psychosocial, and other support, such as shelter, repatriation, compensation, witness protection, vocational education, and employment.

“The referral procedure in this district is remarkable...” – Partner of sub-grantee, Jashore, JE-KI-DIS-PRI-08

BC/TIP's protection indicator 2.4 *Number of district-level referral directories of service providers developed*, had a target of 25 districts, and achieved its target, with plans to extend to other districts. BC/TIP initiated a multi-stage, district approach, to test the partner network mechanism in preparation for moving to a NRM with the overarching aim to increase transparency and citizen-to-government trust. This is a significant achievement resulting from AR and training activities, with support from MoHA.

All sub-grantees maintained that the DRMs, through the development of protection services directories, were successful in bringing partners together and in referring survivors and ARP to safe, government-supported service providers. A Rangpur sub-grantee developed four referral directories for four districts.¹²⁴ A government official confirmed the collaboration: “Yes, we sat together, and recorded the service providers, their names, location details, services they provide etc.”¹²⁵ Depending on the sub-grantee and government arrangements, the directories are updated “at every CTC meeting” or “at regular periods” or “every year.” One government official said, “the referral structure is active, but some services discontinue when a project expires.”¹²⁶

Every Peer Leader has a directory and they are now sending victims to where they can get the support they need.¹²⁷ A government legal aid officer commented on the usefulness of the directory: “We can identify relevant potential stakeholders and their service from one directory.” A government official in the same SGD in Rajshahi confirmed that “we can immediately get connected to stakeholders. All the stakeholders are using it ... The manpower department is using it.”¹²⁸ The

¹²³ Adapted from OSCE, (2004), *National Referral Mechanisms: Joining Efforts to Protect the Rights of Trafficked Persons: A Practical Handbook*, p. 16.

¹²⁴ Interview RP-KI-DIS-SUB-12, February 2021.

¹²⁵ Interview SA-KI-DIS-11, February 2021.

¹²⁶ Interview SA-KI-DIS-11, February 2021.

¹²⁷ Interview JE-FG-DIS-SUB-04, February 2021.

¹²⁸ Interview RJ-SG-DIS-13, February 2021.

partner NGO of BC/TIP's sub-grantee in Jashore said that *“the referral procedure in this district is remarkable...[it] has clear instructions to where victims should be referred ... the youth development organization, DEMO, and Muslim Aid are actively using [it] ... we are interlinked with each other now.”*¹²⁹

4.5.5 Trauma Counseling Training

FINDING: Trauma counseling training provided a pool of specialized counselors, which are in demand in Bangladesh.

From 2020, in addition to basic counseling training, BC/TIP introduced trauma counseling training due to the limited number of specifically trained professionals in Bangladesh. The five-day training was conducted for sub-grantees and staff of government and UN agencies. The last of the four trainings was completed in February 2021 to provide a pool of 80-90 trained trauma counselors. A representative of the MoWCA confirmed that the government has eight district trauma counseling centers and a national trauma counseling center, which do not sufficiently cover the services required in Bangladesh. A shelter home manager, said that trained psychologists or psychotherapists are not available in Cox's Bazar.¹³⁰ A social welfare officer who participated in the trauma counseling training thought that five days was not long enough: *“The training was tremendous. If the duration was bit longer then you can get more time to internalize the content.”*¹³¹

4.5.6 Shelter Homes

FINDING: Shelter homes are changing dynamics from the provision of protection services to female sexual exploitation victims to male labor migration victims.

From 2017, six of BC/TIP's sub-grantees operated shelter homes. The ET conducted DOs in eight shelter homes managed by five sub-grantees—three male shelters and five female shelters—in Cox's Bazar, Dhaka, Jashore, Rajshahi, and Rangpur. Although the influx of Rohingya occurred in 2017, BC/TIP commenced activities and a shelter in Cox's Bazar in 2019 and, as with all shelters, COVID-19 restricted their activities in 2020. The Cox's Bazar shelter had yet to recruit counselors with a Rohingya dialect by February 2021, although this was a common challenge with all actors supporting the Rohingya camps and host communities.¹³² All sub-grantees closed-out their BC/TIP interventions by February 28, 2021.

In Cox's Bazar, Young Power in Social Action (YPSA) had a shelter with one room for men (five beds) and three rooms for women (15 beds): no residents were present at the time of the DO. In Dhaka, the Ovivashi Karmi Unnayan Program (OKUP) had one room for men (six beds) and one room for women (six beds): no residents were present. In Jashore, Dhaka Ahsania Mission (DAM) had a women's shelter with 40 beds: 24 residents were present (17 trafficking survivors and seven early marriage survivors). In Rajshahi City, SACHETAN had one room for men (eight beds) and one room for women (eight beds): one female trafficking survivor was present to meet with her legal adviser for an hour. In Rangpur, Rangpur Dinajpur Rural Services (RDRS) had a women's shelter with 50 beds, funded by two projects—one was a CM project, and the other one was BC/TIP: nine female trafficking survivors were attending BC/TIP's three-month training on tailoring, embroidery, and handicrafts. The ET did not visit the Bangladesh Institute of Theater

¹²⁹ Interview JE-KI-DIS-PRI-08, February 2021.

¹³⁰ Interviews DH-KI-NAT-20 and CX-DO-DIS-SHE-07, February 2021.

¹³¹ Interview SA-KI-DIS-14, February 2021.

¹³² Interview REM-KI -PROT-14, February 2021.

Arts (BITA) Half-Way Home and resource center in Chattogram.¹³³

The GOB operates “at least 29 shelter homes” throughout the country, under the DSS in the MoSW. However, the GOB has no shelter services for male VOTs. From information gained during evaluation interviews, BC/TIP provided shelter support to male victims, over 6.5 years through its sub-grantees, to 517 men in and 93 men in Dhaka.¹³⁴ The BC/TIP sub-grantees that operated a male shelter indicated that it was a major achievement at the time, because they intended to fill the government gap. However, with male survivors moving into the community instead of male shelters, the community-centered reintegration approach is gaining traction, in terms of effectiveness and efficiency. After training, all sub-grantee shelter managers used the ACT TIP SSG, case management protocol, and associated district referral directory.¹³⁵ BC/TIP also trained 170 government and non-government organization partnership (GO-NGO) staff, centrally in Dhaka for five days on the SSG,¹³⁶ and provided the guidelines to the managers and social workers of government shelters. BC/TIP provided trauma counseling training to government-owned shelter managers after requesting the names of participants from the MoSW.

4.5.7 Survivor Integration into the Family or Society

FINDING: BC/TIP’s survivor integration community-based approach is holistic and time-consuming, but outputs and outcomes are beginning to manifest in 2021.

BC/TIP recorded that 2,602 survivors (79 percent) were successfully integrated in the family or society.¹³⁷ The definition of the measure of success for “integration” is undocumented. BC/TIP’s response to the evaluation team’s request for a definition, was:

“Successful reintegration is dependent on community and family acceptance with dignity and respect. The survivor is not considered reintegrated until such acceptance is ensured ... BC/TIP also supports the survivors for economic reintegration by providing seed support and linking with financial support organizations through referral directories.”¹³⁸

BC/TIP’s survivor-centric, referral approach to community-based integration into society occurs over 12 months or longer with the following main steps: 1) identification of the victim/survivor and referral into BC/TIP; 2) a process of psychosocial, legal, health, financial, and life skills counseling over 2-3 months to identify a program of support and to ensure their readiness for integration (i.e., needs assessment); 3) a skills training program of 3 months (192 hours)—vocational, business, and entrepreneurial skills—with a government-approved curriculum and certified trainers; 4) on-the-job training, if relevant; 5) job placement with full salary or self-employment (small business); and 6) follow up and monitoring of 2-6 months.

Survivor integration began in 2015 with training for sub-grantees, Peer Leaders and ANIRBAN members, community and government legal advisors, social welfare officers, youth officers, trainers, the private sectors, etc. It also included the establishment of partnerships with local NGOs and civil society groups, technical training providers (such as TTCs), and the private sector

¹³³ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 32.

¹³⁴ Interview DH-DO-SHE-02, DH-KI-NAT-SUB-01, and OKUP, (2020), *Completion Report*, p. 9.

¹³⁵ USAID/Bangladesh, (2014), *ACT Trafficking-In-Persons Survivor Services Guidelines: From Identification to Reintegration, Actions for Combating Trafficking-In-Persons Activity*; and Interview REM-FGD-SUB-CM-21, February 2021.

¹³⁶ USAID/Bangladesh, (2019), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 77. GO-NGO is the Government and Non-Government Organization partnership.

¹³⁷ BC/TIP provided information in an email on March 20, 2021.

¹³⁸ BC/TIP email, March 20, 2021.

for potential on-the-job training and employment.

BC/TIP faced challenges in the development of the comprehensive integration approach. The first challenge was to identify ARP and survivors who are eligible and ready for integration and prepare the family and community to ensure full protection and zero revictimization.¹³⁹ Throughout the program, there was a lack of well-trained trauma counselors in Bangladesh. Funding was also an issue for the first three years, until USAID injected additional funding into BC/TIP at the end of 2018. Hence, full implementation of the survivor integration programming only ramped up from 2019. In 2020, COVID-19 affected the training of survivors when government and private training centers and businesses closed. COVID-19 particularly affected the entrepreneurship activities and trainees indicated they had financial issues during this time.

There is no survivor integration indicator, nor structured reporting in BC/TIP's annual reports. However, BC/TIP data showed that it achieved the following results to March 2021:¹⁴⁰

- 3,310 survivors enrolled in the BC/TIP integration program.
- 3,188 (96 percent) survivors completed the needs assessment.
- 3,056 (92 percent) were in training: 1,388 in life skills; 755 in entrepreneurship program; 249 in vocational training; 314 in livestock training; and 350 in other training.¹⁴¹
- 2,981 survivors (90 percent) graduated (*i.e.*, finished their training).
- 99 (3 percent) found a job and receive an income.¹⁴²
- 650 (20 percent) started a business.

In summary, 2,602 (79 percent) of survivors were successfully integrated. The remaining 708 included those that did not seek financial reintegration support, with around 200 proactively accessing referral services.¹⁴³

4.5.8 Survivor Livelihoods

FINDING: BC/TIP survivors receiving livelihood support are providing prevention messages in their community.

Beneficiaries reported on the benefits of livelihood training during evaluation interviews. In Cox's Bazar, a survivor said, *"they helped me establish a chicken farm by giving 30,000 BDT [USD \$350] in financial aid ... I received training for preventing human trafficking so I help people not to get into the trap."* In the same FGD, another beneficiary is now a rickshaw driver. A woman in Khulna is undergoing college training at her own pace, and in Naogaon, a survivor established an information technology (IT) business with a photo studio: *"Many people come to my studio for a passport photo...and they say that they are trying to go abroad. I tell them about the ten steps to go abroad safely ... about the importance of proper papers and medical tests."*¹⁴⁴

BC/TIP noted the biggest challenges for survivors was that not all enrolled survivors received livelihood support. BC/TIP has provided livelihood support (*i.e.*, small business support) to 20 percent of survivors, which led to the enhanced DRM—a service directory that could refer

¹³⁹ USAID/Bangladesh, (2019), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 63; and USAID/Bangladesh, (2020), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 6*, p. 17.

¹⁴⁰ Interview REM-KI-ASH-03, February 2021, and updated on March 20, 2021, with current BC/TIP-provided figures.

¹⁴¹ BC/TIP used the ILO-developed Start and Improve Your Business (SIYB) entrepreneurial training course. 'Other' training includes garment making, batik dyeing, and boutique management.

¹⁴² *E.g.*, 8 employed survivors are working in the Ready-Made Garment sector on a salary of 8,500 BDT per month (USD \$100).

¹⁴³ BC/TIP provided information to the evaluation team on April 16, 2021.

¹⁴⁴ Interview NG-KI-DIS-BEN-04, February 2021.

survivors to service providers. This referral approach provided about 50-60 percent of enrolled survivors with livelihood support services from government and NGOs, which included skills courses, entrepreneurship training, loans, and Social Safety Net support, which would otherwise have not been available due to lack of BC/TIP funds.¹⁴⁵

4.5.9 EQ5 Conclusions

The three major protection achievements included: 1) the holistic approach to the integration of survivors into society; 2) the development of DRMs (a district referral system); and 3) the introduction of trauma counseling training, the first of its kind in Bangladesh.

CONCLUSION: BC/TIP's protection activities were moderately effective with protection services to improve access to assistance for survivors of trafficking.

Overall, the protective services made progress in the support of survivors in terms of service referrals, more specific trauma counseling for victims, and the development of a DRM. Linking economic support to legal, social, and medical support for victims of trafficking, CM, and labor exploitation led to their integration into their home communities or safe communities. Coupled with receiving vocational skills and livelihood support, VOTs were able to increase their financial stability and decrease their desire to migrate to other countries. Regular income through self-employment also raised the dignity, self-esteem, and happiness of VOTs and their families. However, closely monitoring integration would help determine the appropriateness and effectiveness of the interventions. In monitoring IR2's approach to improve access to assistance for survivors of trafficking, there is a lack of effective data on the number of survivors in shelter homes (as documented in annual reports), and there is no associated indicator for the number and outcome of the integration or reintegration of survivors in the family/society.

CONCLUSION: Shelter homes for males was a sound concept but the approach to shelter homes for both males and females has changed over the life of BC/TIP.

Shelter homes reflect the shifting dynamics of protection services for VOTs. Over the past ten years of USAID TIP activities, government and law enforcement referred survivors to shelter homes because the survivors were predominantly female sexually exploited victims. The migration was mainly cross-border trafficking to India. Now, shelter homes are virtually empty due to the VOTs being predominantly trafficked and exploited male labor migrants, largely due to the implementation of the 2012 labor law. Males generally return to relatives or friends so government and law enforcement now refer VOTs to protection services, instead of shelters.¹⁴⁶

Women, particularly those repatriated from India following sex trafficking, do still require a temporary shelter until reintegration into their families is ensured. There is not enough evidence to suggest a demand for male shelters. The community-centered reintegration approach needs to be considered as it is effective and efficient, particularly for the support of male victims.

¹⁴⁵ USAID/Bangladesh, (2020), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 6*, p. 33.

¹⁴⁶ Interview REM-KI-ASH-03, February 2021.

4.6 EQ6: TO WHAT EXTENT HAS THE BC/TIP ACTIVITY BEEN SUCCESSFUL IN STRENGTHENING GOB CAPACITY TO PROSECUTE TRAFFICKERS AND TRAFFICKING-RELATED CRIME?

4.6.1 Prosecution Outcome Indicator

IR3: Increased responsiveness of criminal justice actors to trafficking victims

FINDING: BC/TIP trained criminal justice officials—police, prosecutors and judges—which improved their capacity, but not the number of convictions.

The outcome indicator that measures IR3’s success is *3.1 Percent of criminal justice personnel who demonstrate an increased level of knowledge on rules and laws governing TIP, migration, and overseas employment, and legal support for TIP survivors as a result of TIP training*, with an annual target of 80 percent. BC/TIP conducts a pre-test and post-test during training and tracks the number of justice actors who received TIP training and the application of the knowledge gained to assist victims to file cases under the 2012 PSHTA to claim compensation.¹⁴⁷ Indicator 3.1 is not sufficiently defined to be able to assess increased government capacity to prosecute HT offenders.

BC/TIP reported 1,434 criminal justice personnel were trained (88 percent of the target of 1,661 personnel), which is expected to be reached by the end of the activity in May 2021. BC/TIP also reported 86 percent of criminal justice personnel with increased knowledge against an 80 percent target in its September 2020 annual report (Table 10). Additionally, 544 VOTs were assisted in filing cases, 65 more than the target of 479.

Table 10: BC/TIP IR3 Prosecution Indicators, Targets, and Results (September 2020)

| IR3: Prosecution Indicators (increase responsiveness of justice actors) | Target | Results Sept 2020 | % |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|------|
| 3.1 % criminal justice personnel who demonstrate an increased level of knowledge on rules and laws governing TIP, migration, overseas employment, etc. for TIP survivors | 80% | 86% | +6% |
| 3.2 # host nation criminal justice personnel who received anti-TIP training | 1,661 | 1,434 | 86% |
| 3.3 # TIP victims assisted in filing cases and provided with legal assistance | 479 | 544 | 114% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

4.6.2 Justice Sector Training

FINDING: BC/TIP trained 1,434 criminal justice personnel, who demonstrated increased TIP knowledge, but may not be using their training effectively.

BC/TIP trained judges, magistrates, prosecutors, and law enforcement on TIP issues. Two of the greatest challenges were waiting for approval from the Police HQ to conduct the 3-5-day police training, and the USAID Leahy HR vetting requirement for all trainees. Also, during the COVID-19 pandemic, BC/TIP could not conduct face-to-face or online training, because the justice sector does not have the technology. BC/TIP conducted only one training session in January 2020 before the pandemic. Furthermore, there remains a concern that some of the criminal justice officials trained are not handling trafficking cases, and thus are unable to use their training most effectively.

Despite pre-training and post-training tests, and recording the number of cases filed, BC/TIP conducted limited follow up to determine the level of application of skills. Justice personnel maintained that BC/TIP training was helpful and relevant, and wanted more training. They

¹⁴⁷ BC/TIP MEL Plan, February 2019, p. 72.

appreciated that BC/TIP’s prosecution skills were technical, specialized, but also wide-reaching, including TIP definitions that were broader than the law, which they regarded as well-formulated. For example, the smuggling of migrants is not used in the law. After receiving BC/TIP training, they were aware of the broad range of TIP definitions from the perspective of the victim/survivor.

Although judges confirmed that the backlog of cases was a problem, they said that it was primarily caused by the difficulties in victim identification, case identification, or lack of evidence, which begins either at the DEMO level or at the police level. First, when victims want to file a case, DEMO does want to register it, and when the police investigate the case, they think it is a criminal case instead of a HT case.¹⁴⁸ Police often say that the victim willingly went abroad and therefore it cannot be HT, and they misidentify the case or do not proceed. BC/TIP staff show the forged paperwork to the police to stress why it is a trafficking case.

4.6.3 TIP Cases Filed

FINDING: Non-government entities filed the vast number of TIP cases, leading to compensation. There were few government-filed cases leading to conviction.

Sub-grantees assisted survivors to file TIP cases, which were predominantly BMET cases that led to compensations and cannot be considered criminal justice outcomes. BMET cases (almost half the total number of cases) should be considered “protection” assistance, rather than government cases leading to criminal prosecutions. The original target for indicator 3.3 *Number of TIP victims assisted in filing and provided with legal assistance*, was 207. The target was increased to 479 after CA modification #9 in March 2018 with additional funding to boost prosecution interventions. Its associated PIRS stipulates the count is the number of individuals assisted in filing a legal case or provided with legal advice. However, BC/TIP counted the number of individuals assisted in filing a case, or, as in the 2020 annual report, the number of cases. Furthermore, in 2019, 123 individuals filed 124 cases.¹⁴⁹ The cases could be filed under BMET or 2012 PSHTA.

Table 11 shows the annual number of individuals assisted in filing legal cases reported by BC/TIP. It should be noted that the outcome of the cases are monetary compensations only—and the USDOS TIP Reports focus on convictions (which are provided in Table 12).

Table 11: Number of Survivors Assisted to File TIP Cases, 2015-2020 (September 2020)

| Survivors | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| # Target | 10 | 50 | 10 | 65 | 195 | 149 | 479 |
| # Actual | 7 | 165 | 40 | 66 | 123 | 143 | 544 |
| Annual % | 1% | 30% | 8% | 12% | 23% | 26% | 100% |
| # Compensated | 0 | 9 | 15 | 27 | 55 | 22 | 128 |

Source: BC/TIP Annual Performance Reports; and BC/TIP MEL Plan, February 2019, p. 75, and BC/TIP-provided information on April 16, 2021.

FINDING: There was no associated indicator on the conversion rate of the number of cases to the number of successful compensation results.

The main aim for victims to gain assistance to file cases is twofold: 1) for BMET-lodged out-of-court grievances, the main aim is compensation, and 2) for cases filed under the 2012 PSHTA, any conviction leads to compulsory prison sentences, so the main aim may be justice for criminal

¹⁴⁸ Interview REM-KI-PROS-19, February 2021.

¹⁴⁹ USAID/Bangladesh, (2019). *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 12.

acts. There is no associated indicator on the conversion rate or number of successful compensations. However, in the 2020 BC/TIP annual report, a “Libya incident” resulted in direct legal support in filing four cases, and “*additionally, 22 victims and survivors received [monetary] compensation from various recruiting agencies with support from BC/TIP’s sub-grantees.*”¹⁵⁰ In 2019, 35 survivors received compensation from RAs through the BMET arbitration process.¹⁵¹ In 2018, ten cases were filed with BMET with two survivors receiving compensation,¹⁵² and eight survivors received compensation from the RAs in 2017 through the BMET process.¹⁵³ Four survivors received compensation in 2016 and none in 2015.¹⁵⁴ Hence, of the 544 individuals assisted to file a case, 71 (13 percent) received compensation through BMET.

4.6.4 Special TIP Tribunals

FINDING: BC/TIP contributed to the establishment of seven Anti-Human Trafficking Offense Tribunals (Special TIP Tribunals) to help clear the backlog of TIP cases, although these are newly established and yet to show their effectiveness.

Largely as a result of BC/TIP’s strategy to address the annual TIP report, in 2019 BC/TIP assisted the GOB to establish seven Anti-Human Trafficking Offense Tribunals (Special TIP Tribunals) to prosecute TIP cases in line with the 2012 PSHTA. The Special TIP Tribunals were launched in March 2020 and BC/TIP trained 1,500 justice actors in Dhaka, Khulna, and Rajshahi in Phase I. Previously, TIP cases were handled by the Women and Children Repression Prevention Tribunals (WCRPT). Stakeholders regarded this action as a major achievement to redress the long-standing backlog of TIP cases. One of the judges of the Special TIP Tribunals indicated that there was a backlog of 4,784 police cases under trial.¹⁵⁵

In the eight years since the 2012 Act, law enforcers arrested 9,692 people for HT, over 5,500 cases were filed, and 247 cases completed (disposed), resulting in 54 convictions—an average of six convictions per year. A judge said that the low conviction rate was due to the “*non-attendance of prosecution witnesses in the cases.*” There were 956 cases pending with the nine WCRPTs, and around 80 cases were handed over immediately to the Special TIP Tribunals in March 2020.¹⁵⁶ Where there is no Special TIP Tribunal, the WCRPTs continue to take cases.

Since the creation of the Special TIP Tribunals, 14 cases have been completed, with one conviction in Dhaka in 2020 and two so far in 2021. This is significantly fewer than the 25 convictions in 2019 (Table 12). The ET noted that there were 10 PSHTA pending cases in Cox’s Bazar in 2020 with no plans to deal with the cases at the end of BC/TIP and 25 pending cases under BC/TIP in 2020 that have ceased. These cases were being handled by NGOs.

¹⁵⁰ USAID/Bangladesh, (2020), *BC/TIP Year 6 Annual Performance Report*, October 30, pp. 21 and 48.

¹⁵¹ USAID/Bangladesh, (2019), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 5*, p. 12.

¹⁵² USAID/Bangladesh, (2018), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 4*, p. 24.

¹⁵³ USAID/Bangladesh, (2017), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 3*, p. 35.

¹⁵⁴ USAID/Bangladesh, (2018), *Bangladesh Counter Trafficking-In-Persons, Annual Performance Report, Year 4*, p. 38.

¹⁵⁵ Interview RP-KI-DIS-PUB-11, February 2021.

¹⁵⁶ Dhaka Tribune, (2020), Human traffickers go unpublished as cases pile up at tribunals, June 10. <https://www.dhakatribune.com/bangladesh/2020/06/10/human-traffickers-go-unpunished-as-cases-pile-up-at-tribunals> accessed March 10, 2021.

Table 12: Number of TIP Cases and Convictions, 2015-2020

| Category | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| # Completed Cases | 446 | 290 | 778 | 592 | 403 | 14 | 2,523 |
| # Convictions | 0 | 3 | 1 | 8 | 25 | 1 | 38 |
| Annual % | 0% | 1% | 0% | 1% | 6% | 7% | 2% |

Source: USDOS annual Trafficking in Person Reports, and MoHA 2020 Human Trafficking Statistics. In the first quarter of 2021, there have been two convictions.

Although stakeholders viewed the newly established tribunals as a “*considerable accomplishment*” they have yet to be fully functional. The government has appointed public prosecutors that work on trafficking cases in addition to other cases, except in Khulna and Sylhet where there are prosecutors dedicated to trafficking cases.¹⁵⁷ Initially, the tribunals were expected to be divisional, but they were changed to the district level because the government rationalized that victims would find it difficult to travel to the division. The GOB decided on the locations of the tribunals, placing each in the respective divisional capital. However, the tribunals have jurisdiction only in the specific district of their location, and not the broader division; thus, the tribunals cover 11 percent of the country’s districts, and some of those districts are not high-priority trafficking districts. For example, the tribunal in Khulna district cannot hear TIP cases from other districts in Khulna division. In Khulna, there are too few cases to keep the Special TIP Tribunal busy. Conversely, in Jashore, the Women and Child Tribunal is overloaded with cases.

4.6.5 EQ6 Conclusions

The two major prosecution achievements included: 1) CTIP training of justice actors; and 2) the establishment of seven district Anti-Human Trafficking Offense Tribunals (Special TIP Tribunals).

CONCLUSION: BC/TIP contributed to the establishment of seven Special TIP Tribunals and trained criminal justice officials.

The concept of establishing tribunals specifically to address TIP cases to resolve the backlog of case, and accelerate new cases, was sound, relevant, and greatly needed. Their establishment was aligned to the country’s practice of establishing special tribunals for particular categories of crime, e.g., existing special tribunals in all districts to hear crimes against women and children. PSHTA selected the seven districts for the location of the Special TIP Tribunals, but the districts have varying case volumes and the tribunals can only hear cases from their own district—i.e., the tribunals lack jurisdiction to accept cases from other districts.

Conviction rates have historically been low, not only in Bangladesh, but in other countries, which is outside the scope of the BC/TIP program. To improve the rate of prosecution and conviction, BC/TIP’s criminal justice training highlighted the challenges pursuing such resource-intensive interventions without a significantly robust commitment from the GOB to dedicate resources to the anti-trafficking criminal justice response.

BC/TIP training for the justice sector is making the sector more aware of the survivor-centric approach to justice and protection for VOTs. BC/TIP’s training also highlighted the gaps in the prosecution process. Specific definitions are needed for police to adequately classify cases, and the procedures for cases streamlined. Police training is essential, and the development of SOPs

¹⁵⁷ Interview DH-KI-NAT-19, February 2021.

might help ensure correct identifications of victims and cases and decrease the time taken to address cases. TIP reporting, at all levels, needs to be clear—whether it is reporting the number of cases or the number of individuals filing a case—because an individual could potentially file more than one case. Also, an associated indicator, or reporting mechanism, to record the conversion rate from the completed case (under PSHTA, by RAs and by individuals through the BMET arbitration process) to the number of successful compensations would help to track whether the main aim for victims to gain assistance to file cases has been met.

4.7 EQ7: TO WHAT EXTENT HAS BC/TIP ACHIEVED PROGRESS TOWARD ESTABLISHING SUSTAINABILITY MECHANISMS?

4.7.1 Sustainability Mechanisms

IR4: Effective and coordinated partnership among stakeholders to combat trafficking established

BC/TIP sought to establish sustainability mechanisms through the engagement of 87 public and private partners in public mobilization campaigns and employment programs, although the challenges to sustainability remain formidable.

In the 2015 CA, BC/TIP indicated it would promote sustainability by engaging the GOB at national, district, upazila, and village levels, building the organizational capacity of all local partners and coordinating service providers.¹⁵⁸ Of the six original indicators for effective and coordinated partnerships, two have been dropped and one is pending approval from police HQ to conduct training. The remaining three indicators relate to the number of events held in partnership with other stakeholders, the number of public and private partners engaged in AR or employment programs, and the resources raised from partnerships. BC/TIP reached 87 (98 percent) out of its planned 89 public and private partners expected to be engaged (Table 13).

Table 13: BC/TIP IR4 Partnership Indicators, Targets, and Results (September 2020)

| IR4: Partnership Indicators (coordinate actors to combat TIP) | Target | Results | % |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------|------------|
| 4.1 # events taken to strengthen TIP-related policies or laws | 6 | 0 | 0% |
| 4.2 total \$ value (cash and in-kind) of new private sector and USG resources to contribute to TIP prevention and protection activities | \$1,200,000 | \$1,086,528 | 91% |
| 4.3 # local government who participated in district-level workshops on TIP | | Dropped | |
| 4.4 # staff of police anti-trafficking monitoring cell who received orientation on case management and dissemination of information | 20 | Pending approval | |
| 4.5 # public & private partners engaged in mobilization campaigns & participating in employment programs for vulnerable groups & TIP survivors | 89 | 87 | 98% |
| 4.6 # partners received transitional grants at the end of Year 2 | | Dropped | |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

This view is iterated extensively at the local level and demonstrates cooperation and participation among government and communities, particularly during campaign events. At the national level, one of BC/TIP's major achievements included their contribution, with many partners, toward the development of the National Plan of Action for Prevention and Suppression of Human Trafficking (2018-2022). Another major achievement included their contribution toward the establishment of the seven Special TIP Tribunals. Both mechanisms ensure longer-term sustainable TIP actions.

¹⁵⁸ USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21, & USAID. (2018). *BC/TIP Mod. #9*, March 5, p. 23.

Private sector relationships are limited. Although ANIRBAN and the Peer Leaders worked with the local government administrative level of the MoLGRD, the ministry is not explicitly mentioned in BC/TIP reports as a key partner, yet it is the “mother ministry” of all union and upazila parishad. The departments of local government and rural development are important for the accountability of CTCs. Furthermore, when BC/TIP included CM interventions in 2018, it did not fully develop links with the government PCMCs, preferring to continue their work through the CTCs.

There were challenges at the national level in establishing longer term relationships with the MoEWOE and its agency, the BMET, as well as the IGP. To undertake activities under Sub-IR1.2 Task C.I Technical Assistance to MoEWOE Monitoring and Enforcement Wing, in its 2015 annual work plan, BC/TIP staff met with the newly appointed Joint Secretary of the MoEWOE in June and October 2015 to submit a proposal to provide technical assistance.¹⁵⁹ BC/TIP indicated that the MoEWOE worked closely with the IOM (with an office in the ministry) and the ILO. The MoEWOE perceived trafficking to be outside its purview.

The Secretary of the Ministry of Foreign Affairs, Md. Shahidul Haque, during a roundtable discussion on TIP in Dhaka on January 30, 2021, talked about the rapidly changing mode of trafficking and the need for it to be brought under the umbrella of migration: “*You can’t talk about migration, unless you talk about trafficking.*”¹⁶⁰ Despite the strong local partners, BC/TIP’s sustainability strategy included strengthening them to ensure sustainability of TIP interventions.

4.7.2 Capacity Building of Partners

FINDING: BC/TIP aimed to establish the sustainability of TIP and CM interventions through the capacity building of partners.

BC/TIP’s main strategy for sustainability was the capacity building of partners to conduct TIP interventions beyond the life of its programming, with the following sustainability mechanisms: TOT for BMET trainers to conduct modules on TIP and safe migration; transition in government committee membership to local partners; consistent, high-quality service provision through standards training and tools; ongoing PSHTA enforcement and NPA development; and employment and entrepreneurship opportunities through public-private partnerships.¹⁶¹

The capacity building mechanism most likely to be effective and sustainable is the safe migration training, and the other modules, through the five e-modules that are uploaded on the government portal, the a2i platform. The other four modules are: trafficking-in-persons, legal framework and social protection, counter trafficking committees, and financial management. However, the e-modules are focused on international migration, and do not cover internal migration (within Bangladesh). The a2i platform was at the testing stage during the evaluation, and therefore the ET could not determine any current results. The trauma counseling training, still in progress during the evaluation, is also expected to be sustainable through its pool of qualified professionals.

BC/TIP indicated that it will “*work to achieve long-term behavior change through incremental steps led by community agents.*”¹⁶² Capacity building has been extensive, but the main challenge is training

¹⁵⁹ USAID/Bangladesh, (2015), *BC/TIP Q4 Annual Summary for FY2015*, p. 17. In consultation with USAID, BC/TIP proposed “to forego this activity,” cited in USAID/Bangladesh, (2016), *BC/TIP Year 2 Annual Progress Report*, p. 31.

¹⁶⁰ Dhaka Tribune, (2021), *Trafficking in Persons*, <https://www.dhakatribune.com/videos/2021/01/30/trafficking-in-persons> accessed February 4, 2021 <https://www.youtube.com/watch?v=vD2GrnwmK6g>

¹⁶¹ USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21, and USAID. (2018). *BC/TIP Mod. #9*, March 5, p. 35.

¹⁶² USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21, and USAID. (2018). *BC/TIP Mod. #9*, March 5, p. 35.

follow up to ensure the conversion of knowledge into action and learning into behavior change.

4.7.3 Peer Leaders and ANIRBAN

FINDING: Community and government stakeholders maintained that Peer Leaders and ANIRBAN are sustainable as individual change agents.

Community and government stakeholders held the volunteer Peer Leaders in high regard as sustainable change agents to reduce the prevalence of TIP and CM. This was particularly evident due to their ability to identify 71 percent of BC/TIP's at-risk beneficiaries. ANIRBAN members were also considered to be effective in AR and VOT identification because the volunteers were all survivors. This was evident due to their ability to identify 29 percent of BC/TIP's survivors.

A major achievement is that the four ANIRBAN groups strived to achieve government registration. Three of the ANIRBAN groups now have registration. Jashore ANIRBAN and Rangpur ANIRBAN gained registration in 2020 and February 2021 as social organizations under the MoSW. Cox's Bazar ANIRBAN gained registration from the department of youth development as a community group, with one caveat. The caveat is that it is not able to receive donor funds, but it is able to host events. Rajshahi has yet to achieve registration. ANIRBAN have yet to ensure that they can achieve the next level of their growth—to gain funding and thrive as registered identities. ANIRBAN members confirmed that their literacy levels are low.¹⁶³

4.7.4 Shelter Homes

FINDING: Only two large sub-grantees will sustain BC/TIP-supported shelter homes after BC/TIP ends.

In addition to the Ministry of Social Service's women's shelter homes, there are NGO-operated homes, similar to the ones that six BC/TIP sub-grantees manage. BC/TIP ends in May 2021; in preparation for close-out, all sub-grantees completed their interventions by the end of February 2021. Two BC/TIP-supported shelters closed in August 2020 after an issue regarding eligible and non-eligible food items given to their VOT residents. The sub-grantees could not reconcile their budgets to match USAID's eligibility criteria. One sub-grantee returned 80 percent of the funds earmarked for the shelter home because it did not find survivors who were willing to reside there, as males preferred to return to their families. Shelter homes are not self-sustainable and require donor support to function. Only three BC/TIP-supported shelters will remain open when BC/TIP ends—one funded under another donor project and two (33 percent) funded by the sub-grantees. These are large NGOs with residential income-generating training centers and low rent.

The changing dynamics of shelter homes show a declining but existent female demand and a declining male demand. There is less shame for males to return home than women, and women may also be subjected to family violence. Hence, maintaining parallel shelter homes with government shelter homes is a pertinent topical question. Shelter homes are still relevant, albeit a smaller capacity than the BC/TIP-supported interventions. Where the shelter homes are linked to the courts and police stations, and are the only operational shelter homes in the region, they are frequently used to provide housing to survivors who are undergoing court cases or who have just been repatriated from abroad. Where the shelters are not directly linked to the courts (such as two of the BC/TIP-supported shelters), the volume of residents was much lower.

¹⁶³ Interview JE-KI-DIS-SUB-01, February 2021.

4.7.5 Survivor Integration

FINDING: Survivor integration interventions are not sustainable in providing seed money for livelihoods, but sub-grantees have linkages to credit programs.

The integration process to return VOTs to society may not be sustainable, and close monitoring is required to determine individual outcomes. Survivors and sub-grantees said BC/TIP's seed money was not sufficient to establish a small enterprise after completing skills and vocational training.¹⁶⁴ Sub-grantees have partnerships with finance organizations with micro-credit programs where they can refer survivors. They said that they had good collaboration with other resourceful NGOs for referral of services and with private agencies for survivor job placements.

4.7.6 Case Monitoring and Legal Support

FINDING: A process of case monitoring and transferal to District Legal Aid Committees has not been established.

For the prosecution of TIP cases, there is still a gap in terms sustainability, case monitoring, and legal support. There are 10 pending PSHTA cases in Cox's Bazar with one sub-grantee. Another sub-grantee discontinued monitoring its 25 cases. A standardized process of transferring cases to District Legal Aid Committees (DLACs) under the National Legal Aid Service Organization (NLASO) has yet to be established, which has made it difficult for PSHTA cases to be completed.

4.7.7 EQ7 Conclusions

CONCLUSION: National policy interventions, district Special TIP Tribunals and referral directories, and local community volunteer groups are the most sustainable mechanisms in the BC/TIP activity.

BC/TIP's enabling sustainable mechanisms are those that addressed an immediate gap in the country's efforts to reduce the prevalence of TIP. These included the NPA that enables government to set specific actions and attribute roles and responsibilities to its departments and agencies; the seven district Special TIP Tribunals that addressed the backlog of TIP cases; and the 25 DRMs that enable government and civil society to work together to provide protection to VOTs. Similarly, community volunteer groups are able to continue applying their knowledge.

Government CTCs are generally active and can be further strengthened at the union and upazila levels to reinforce their roles and responsibilities and include monitoring and accountability as part of their reporting to district CTCs. Threats to sustainability include the limited collaboration with a wide range of ministries and departments at all levels, particularly in relation to migration and law enforcement, as well as UN agencies, PCMCs, and private sector partners. The MTE noted the lack of an effective sustainability plan. BC/TIP had a sustainability strategy documented in a paragraph in the 2015 CA, but no dynamic, flexible, annually-reviewed sustainability plan.

4.8 EQ8: HOW EFFECTIVE IS BC/TIP PROGRAMMING IN COUNTERING HUMAN TRAFFICKING AND CHILD MARRIAGE?

4.8.1 Partners

FINDING: Government staff turnover and the limited support of a government ministry and agencies resulted in gaps to training and participation for a

¹⁶⁴ Interview JE-KI-DIS-SHE-02, February 2021.

comprehensive approach to countering trafficking and CM.

Government staff turnover, and the lack of participation from the IGP and the MoEWOE and its agencies responsible for safe migration, limited BC/TIP's ability to provide training and interventions on labor migration trafficking and police training. This hindered BC/TIP's effectiveness in the identification of victims and TIP cases and in the implementation of actions under the NPA. BC/TIP could not support the Police Monitoring Cell and BMET, and instead focused on supporting district-level DEMOs. Not linking with the PCMCs from 2018 limited the integration of CM interventions with trafficking through the CTCs. However, district administration, the MoHA, MoSW, and the Ministry of Foreign Affairs were strong partners.

4.8.2 4P Paradigm

FINDING: BC/TIP made excellent progress in prevention interventions and major steps forwards in protection and prosecution but faced challenges in partnerships.

The ET noted the strong linkages between prevention and protection interventions through the integrated way that the volunteer groups, Peer Leaders and ANIRBAN, worked in their communities to identify ARP and survivors for support. Additionally, there were linkages between protection and prosecution through the training of justice actors, many learning for the first time about TIP's "no harm to victims" philosophy.¹⁶⁵ Stronger partnerships, at all levels, could advance the connections between the government and communities.

4.8.3 Trafficking Definition and Data

FINDING: The changing nature of HT and ambiguity with its definition affects behavior change campaigns and data collection.

Stakeholders, particularly at the national level, find the term "trafficking-in-persons" ambiguous and confusing, specifically in terms of labor migration. During BC/TIP's implementation, noted by participants interviewed who had extensive years of experience in the sector, trafficking activity has moved from predominantly sexual exploitation of women to an increasing number of male victims of labor migration. However, government and law enforcement officials are not always keeping pace with the current social and economic definition of trafficking, despite the overarching consistency of trafficking as human rights exploitation.

Documenting the prevalence of trafficking continues to be problematic, partially in relation to its definition and partially due to structural investigative issues, affecting the identification of victims, criminal cases, and services required for VOTs. The GOB records only trafficking cases that are identified and acted upon by police, and that proceed to tribunal.

Additionally, the 2020 TIP report notes, which stakeholders repeated during the evaluation, "*despite hundreds of credible reports of forced labor and sex trafficking of Rohingya, [law enforcers] did not open investigations to verify these reports...while international organizations identified more than 1,000 potential Bangladeshi forced labor victims in Saudi Arabia...the government did not report efforts to provide the majority with services or criminally investigate allegations of forced labor.*"¹⁶⁶

¹⁶⁵ Interview REM-KI-WIN-PTL-13, February 2021.

¹⁶⁶ U.S. Department of State, June 2020, *Trafficking in Persons Report*, p. 93.

4.8.4 Promotion of Safe Migration

FINDING: BC/TIP’s approach to addressing labor trafficking and promoting safe migration is not based on a sound political economic analysis of the labor recruitment industry in Bangladesh.

Bangladesh has an array of over 1,200 licensed RAs worth an estimated \$2.58 billion that operate with quasi-state status. Until recently, the government required that licensed recruitment agencies be members of BAIRA, a monopoly of recruitment associations that is recognized and supported by law. As noted in research, licensed (legal) recruiters in Bangladesh imposed some of the world’s highest fees on aspiring migrant workers. The average fee paid by a male migrant is the equivalent of US \$4,092 and the average fee imposed on a female migrant is the equivalent of USD \$1,050.¹⁶⁷ The GOB has not made serious attempts to reduce these fees.

“One striking feature of this data is that no migrant (interviewed) had mentioned the term ‘recruiting agency’ at any point of their surveys. Migrants in general are not aware of who the recruiters are that are facilitating their travel.” (2019 DEVCOM Study)

The system of recruitment and migration relies on community-based *dalals* (middlemen) who earn a profit of \$500-\$600 per migrant to provide them with services in arranging government paperwork, obtaining the essential visa, and dealing with the Dhaka-based RAs. Through this chain of recruitment, all risks are passed down to the migrant and the formal RAs in Dhaka profit while having little or no direct contact with migrant workers. With the *dalals* having no clear legal or licensed status, RAs can deny responsibility for exploitative practices while profiting from the commissions passed on from *dalals*. As a 2019 analysis of the recruitment industry conducted by Dhaka-based research organization DEVCOM observed, “recruiting agencies ... do not conduct selection processes in the villages by themselves. They employ the services of a secondary or smaller recruitment agency, who outsource the work to the coordinator of a middleman chain who finally mobilizes the network of middlemen to identify potential migrants in their areas.” Through this elaborate chain of multiple levels, the Dhaka RAs are insulated from direct contact with the migrant workers, while profiting from their exploitation. Passing the fees and risk to the migrant (from the employer, the distant broker, the Bangladeshi *dalal*, and the Dhaka-based RA) is the prevailing business model in Bangladesh. Ethical recruitment, as described by the ILO, IOM, and the Institute for Human Rights and Business (which established the *Dhaka Principles on Migration with Dignity* in 2012) requires that zero fees are imposed on migrant workers. Economic analysis is required to determine the extent and depth of the exploitation of migrant workers.

4.8.5 EQ8 Conclusions

CONCLUSION: BC/TIP has been more effective in prevention interventions and has made progress toward effective protection and prosecution interventions, but has lacked progress in reforming unsafe migration and changing change.

HT crime is multi-faceted, and interventions and laws to mitigate it depend not only upon political will and capacities but also on the ways it is perceived and identified, requiring a deep understanding of its elements (prevention, protection, and prosecution) and the way they are integrated. BC/TIP implemented effective strategies to improve people’s understanding of, and response to, HT through joint stakeholder collaboration and cooperation. Despite progress,

¹⁶⁷ Center for Development Communications DEVCOM (Dhaka) and Global Fund to End Modern Slavery, (2019), *An analysis of the industry and competitiveness of Bangladeshi recruitment agencies for overseas labor migration*; February (unpublished).

stakeholders themselves recognize that continuous collaboration and strengthening of capacities is needed due to government staff turnover, changing political contexts, developing communication techniques, and the acceptance and participation of civil society in TIP and CM interventions. For all, the importance of partnerships was a unified response.

USAID/Bangladesh has made progress in addressing TIP-related issues from 2008 to 2020. Exploitation of migrant workers is a key issue for continued work, mainly because documented migration does not guarantee safe migration. It facilitates safer migration. Beneficiaries and stakeholders are focusing on international migration almost exclusively, and not on domestic (internal) migration, as well as on longer-term migration rather than shorter-term temporary migration. BC/TIP has included cross-cutting programming, such as gender and social inclusion (GESI), youth, and vulnerable groups. However, they require the development of a more strategic approach to partnerships for safer migration and/or improved livelihoods. There is an important opportunity, and need, for USAID to expand the behavior change communication (BCC) strategy, specifically for safe migration, and to disseminate messages to a wider audience by upscaling to other CTIP-targeted districts.

CONCLUSION: BC/TIP's 10 Steps to Safe Legal Migration do not assure migrants of safety from forced labor. Safe migration campaigns could be improved with a broader strategy to address challenges within the recruitment industry.

BC/TIP and the GOB collaborated on the safe migration campaigns and the *10 Steps to Safe Legal Migration* which encourages and supports migrants' access to legal and medical assistance, through sub-grantees and the BC/TIP-initiated district referral mechanism. During the evaluation interviews, migrating workers said that the 10 Steps can be difficult to achieve, because they need to visit a RA in person. However, there are no RAs in the district. They are only in the capital Dhaka. Travel costs, time, and family commitments make it difficult for them to travel to Dhaka. This makes potential migrants susceptible to exploitation by middlemen. During interviews, migrants and survivors said that community-based *dalals* convinced them that their services are quicker, easier, and more convenient because they have 'good relationships' with RAs.

The collusion and increase in prices can be assumed with a degree of certainty to originate from the nexus of a large number of middlemen and their patronizing RAs.¹⁶⁸ From a middleman's average range of profit of \$500-\$600 per migrant, there is still a huge surplus of around \$900-\$1,200 that is absorbed by RAs from potential first-time migrants. Although there are advocacy efforts by BC/TIP and the GOB to regularize the middlemen to ensure accountability, this intervention requires further efforts due to the large number of middlemen. Additional BC/TIP assistance may be needed to encourage migrants to see RAs in person, or to support this process through continued legal, financial, and medical support.

Similarly, the notion that Dhaka-based RAs are capable and willing of disseminating safe migration messages to migrant workers seems to be contradicted by their reluctance to engage with BC/TIP. RAs have little direct contact with workers and are more likely to view safe migration messages as a threat to their traditional business model of exploiting migrant workers. This common view that legal migration assures, or guarantees, safe migration is misleading because migrant workers are susceptible to many forms of exploitation. As a member of BAIRA told the ET, "*Trafficking and migration are completely different. The first one is illegal. The second necessitates*

¹⁶⁸ Center for Development Communications DEVCOM (Dhaka) and Global Fund to End Modern Slavery, (2019), *An analysis of the industry and competitiveness of Bangladeshi recruitment agencies for overseas labor migration*; February (unpublished).

approvals of both countries involved. It is wrong to mix one with one another. I am saying do whatever your law says about the traffickers, I have no objection to that. And find everyone culpable and hold them accountable. If there is legal migration, there would be no trafficking. Legal migration is preferable.”¹⁶⁹

Therefore, without explicit messages on the risks of both documented and undocumented migration, and a 10 Steps process that makes documentation easily attained in person at the district level, with support from known local administrators, potential migrants remain vulnerable.

4.9 EQ9: HOW EFFECTIVE HAS THE BC/TIP MANAGEMENT STRUCTURE BEEN IN IMPLEMENTING THE ACTIVITY AND ACHIEVING RESULTS. IS THE CURRENT STRUCTURE THE MOST EFFICIENT WAY TO MANAGE AND ACHIEVE ACTIVITY OBJECTIVES?

4.9.1 Phase-Out of International Leadership

FINDING: BC/TIP phased-out the local Deputy Chief of Party (DCOP) position instead of the COP position and introduced a program team lead.

The BC/TIP design planned for a phase-out strategy from Year 3, 2017, to “transfer to full local leadership” with the international COP transitioning out of BC/TIP and the DCOP assuming the COP role.¹⁷⁰ Two DCOPs left after a few months in the job (Figure 3). Not only did the Phase Out strategy not occur, but the DCOP position was phased out completely by Year 2 under CA modification #4. In lieu, BC/TIP employed two local program officers and a monitoring and evaluation (M&E) assistant, instead of consuming resources to secure another DCOP.¹⁷¹

Figure 3: Periods of Leadership: COP and DCOP

| Position | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------|------|------|------|------|------|------|------|
| COP 1 | █ | █ | █ | █ | | | |
| COP 2 | | | | █ | █ | █ | █ |
| DCOP 1 | █ | █ | █ | | | | |
| DCOP 2 | | █ | █ | | | | |

Source: BC/TIP, (2021), January. Lighter shades indicate that the employment period was < 3 months (each square = 3 months).

A stakeholder stated that one DCOP departure resulted in the loss of local subject-matter experience in TIP law enforcement, leaving a gap.¹⁷² Two stakeholders acknowledged both advantages and disadvantages of a local COP, having the context, but not necessarily the “people-management skills” nor the authority, especially with government interlocutors.¹⁷³ The 2017 MTE recommended “an additional management position...to assist the COP in management functions and provide an oversight of and improve coordination across the activity’s component managers, freeing up time for the COP to focus on higher-level partnerships and communication.”¹⁷⁴

After CA modification #9 in March 2018, a program manager became program director, fulfilling the MTE recommendations.¹⁷⁵ In October 2019, after an internal programmatic, operational, and financial audit, the title of program director changed in February 2020 to program team lead

¹⁶⁹ Interview Licensed Bangladeshi Recruitment Agency, DH-KI-NAT-PRI-07, February 2021.

¹⁷⁰ USAID, (2015), *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 36 and USAID/Bangladesh, (2017), *Final Evaluation Report: Bangladesh Counter Trafficking-In-Persons Midterm Performance Evaluation*, p. 34.

¹⁷¹ USAID, (2016), *BC/TIP Modification #4*, July 24 and USAID, (2016), *BC/TIP Modification #6*, September 20.

¹⁷² Interview REM-KI-05, February 2021.

¹⁷³ Interview REM-KI-06 and REM-KI-11, February 2021.

¹⁷⁴ USAID/Bangladesh, (2017), *Final Evaluation Report: BC/TIP Midterm Performance Evaluation*, p. vii.

¹⁷⁵ Interview REM-KII-VI-13, February 2021.

(PTL), with responsibilities to supervise all program managers who reported directly to the PTL—making the PTL similar to a de facto program DCOP. This enabled the COP to focus on the operational team and the financial team.

4.9.2 Monitoring and Follow Up

FINDING: BC/TIP found monitoring and follow up of interventions challenging due to its size and scope.

For an activity of its size, and with the addition of IR5: Child Marriage, the Cox’s Bazar parallel program, and additional interventions in 2018, the BC/TIP database was continually evolving, and not all interventions had unique indicators or a consistent approach to reporting. After the MTE, the BC/TIP team felt that the activity became rather “*ad hoc and patchwork-like*” with the additional funding and responsibilities. An additional M&E assistant from 2017 helped to conduct M&E tasks, and a M&E officer was hired for the KML unit in 2019. Before then, one M&E officer worked across the KML and CM units. However, overall, both BC/TIP and sub-grantees said that, for the size and scope of BC/TIP, there were insufficient staff at the main office and in the field to conduct regular monitoring and follow up of training and core interventions.

4.9.3 Knowledge Management and Learning

IR6: Increased use of learning activities to improve performance and achieve results

FINDING: BC/TIP conducted limited research during its implementation, although in late 2020 BC/TIP completed two of six learning papers: Counter Trafficking Committee (prevention) and the District Referral Mechanism (protection).

IR6: Knowledge Management and Learning was introduced in 2018 to fill the gap in the knowledge for both TIP and CM-related learnings. BC/TIP restructured its staffing and developed a KML unit. The outcome indicator to measure the *Number and percent of intended users applying knowledge to improve practice by stakeholders* has a target of 70 percent with a result of 67 percent (Table 14). The number is not provided in BC/TIP’s annual reports. Additional indicators included the number of lessons learned and key actionable findings captured in revised approaches, both with targets of 40 and results of 42. These included lessons learned were captured in three draft USAID success stories: 1) the perils of CM and HT, 2) survivor reintegration, and 3) BMET compensation for deceased female TIP victims. They also included online learning workshops for sub-grantees and nine learning events.

Table 14: BC/TIP IR6 KML Indicators, Targets, and Results (September 2020)

| IR6: Knowledge Management & Learning Indicators (increase use of learning activities to improve performance & achieve results) | Target | Results | % |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------|-------------|
| 6.1 # / % intended users applying knowledge to improve practice by stakeholders | 70% | 67% | -3% |
| 6.2 # lessons learned documented reflecting revised programmatic approaches | 40 | 42 | 105% |
| 6.3 # key actionable findings and lessons learned captured in revised approaches | 40 | 42 | 105% |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

The main output is the research, writing, and dissemination of learning papers. BC/TIP planned to produce eight learning papers and made preparations in late 2019 to hire an external research contractor. With the onset of COVID-19 in March 2020, BC/TIP did not proceed with the research contractor and decided to conduct their own research from September 2020.

The KML unit of BC/TIP completed learning papers: 1) Learning Paper: Counter Trafficking

Committee, and 2) Learning Paper: Establishing Referral Mechanism through District Directories.¹⁷⁶ The process was participatory in conjunction with their sub-grantees. For example, the KML unit conducted sub-grantee workshops to discuss research for the referral mechanism learning paper and identify gaps and improvements.

A third learning paper has been drafted: The Implication of the Adoption of Special Section (19) in the Child Marriage Restraint Act, 2017 in Bangladesh.¹⁷⁷ The purpose of the study was to understand and identify trends, gaps, practices, and legal loopholes. This study used a mixed-methods approach in nine districts, with a control group in three districts. The draft learning papers were completed at the end of 2020, which provided limited time to implement learnings, and to be disseminated widely. For example, none of the 22 participants in remote evaluation interviews were aware of the learning papers.

4.9.4 Child Marriage and Human Trafficking

FINDING: Stakeholders accepted the inclusion of CM in USAID’s TIP programming.

USAID/Bangladesh introduced safe migration interventions into TIP programming from 2008 with the ACT activity, reflecting USAID’s global TIP programming. From March 2018, CA modification #9 added funding for introducing CVE topics into TIP AR and training interventions.¹⁷⁸ USAID had been piloting preventing violent extremism (PVE) interventions since 2016 globally, using the Counterterrorism Partnerships Fund. However, the introduction of the CM IR into BC/TIP from 2018 was the first time that CM has been linked to a USAID HT program in Bangladesh, and possibly globally. During the evaluation, the responses to the inclusion of CM in HT ranged from “good” to “interesting” but the introduction was rapid, without time to prepare and plan for implementation, particularly for the inclusion of relevant partners. One example is BC/TIP’s limited interaction with PCMCs at the district level.

A donor said, “Yes, it’s a good idea. Bangladesh has eight districts that border India ... and parents tend to get daughters married early, which gives scope for exploiters and therefore there is a huge correlation between the two [CM and HT]. However, BC/TIP staff’s capacity on child marriage is limited. It’s important to have the two together but you need training and resources.” Another view was “What is the reason for adding child marriage? It’s not a bad decision, because the nexus is interesting...but it is hotchpotch.”¹⁷⁹ A sub-grantee said, “Human trafficking and child marriage have a nexus. Children and parents and migration are influencing factors, so they fit together.” Another added, “Child marriage is linked with trafficking. Lack of awareness leads to unsafe migration. Gender-based violence...all these are interconnected. So, it is not a big deal to put them together.”¹⁸⁰

4.9.5 EQ9 Conclusions

CONCLUSION: BC/TIP’s structure effectively managed the large size and scope of the interventions but were challenged by a limited feedback mechanism.

As the size and scope of BC/TIP grew after 2018, the interventions were limited in their

¹⁷⁶ USAID/Bangladesh, (2020). *Bangladesh Counter Trafficking-In-Persons (BC/TIP), Learning Paper: Establishing Referral Mechanism through District Directories*, November 29 [Draft] and USAID/Bangladesh, (2020). *Bangladesh Counter Trafficking-In-Persons (BC/TIP), Learning Paper: Counter Trafficking Committee (CTC)*, December 5 [Draft].

¹⁷⁷ USAID/Bangladesh, (2020). *The Implication of the Adoption of Special Section (19) in the Child Marriage Restraint Act. 2017 in Bangladesh, Bangladesh Counter Trafficking-In-Persons (BC/TIP)*, December 9 [Draft].

¹⁷⁸ USAID, (2018), *BC/TIP Modification #9*, March 5.

¹⁷⁹ Interview REM-KI-GFEMS-06 and REM-KI-20, February 2021.

¹⁸⁰ Interviews REM-FGD-SUB-CM-21 and CX-KI-DIS-SUB-03, February 2021.

preparation phase. The lean staffing structure at the office and sub-grantee field levels found it difficult to conduct regular feedback after training, particularly in relation to protection interventions, such as the integration of survivors into society and their livelihood support.

Monitoring the interventions was a challenge for the M&E team, which was also restructured into the KML unit. This is reflected in the reporting of interventions, particularly where there were no associated indicators. During the COVID-19 pandemic, the KML team also conducted the development of the research and learning papers. The challenge for the KML team was the initial formulation of guidelines to conduct the learning papers, because there was “a dearth of benchmarks or similar initiatives undertaken elsewhere that could have been used as an example.”¹⁸¹ This was a significant learning experience for the team, that resulted in an unintended accomplishment. Previous BC/TIP studies and the learning papers require greater dissemination.

5.0 RECOMMENDATIONS

RECOMMENDATIONS FOR THE IMPLEMENTING PARTNER

TIP Reports: Continue the strategy to directly address the recommendations.

Partnerships: Continue to work with the MoHA as the key GOB partner for combating human trafficking. Bring key ministries, such as the MoHA, MoEWOE, MoLJPA, MoSW, and the MoLGRD together as firm and effective partners. Continue existing partnerships and expand a multi-partnership approach at all levels with a wide range of stakeholders.

- *Government:* Continue to pursue constructive partnerships and links with the MoEWOE (Vigilance Task Force and the BMET), IGP, and the Police Anti-Trafficking Monitoring Cell. Continue the close relationship with the justice sector. Ensure relationships with the MoLGRD and the Ministry of Youth and Sport (MoYS). Expand relationships to include government PCMCs.
- *Donors and Agencies:* Ensure relationships with ILO, IOM, UN agencies, donors, and USG.
- *Training Institutions:* Expand relationships with training institution, such as the Judicial Administration Training Institute (JATI) and TTCs.
- *Media:* Continue the strong relationship with the media, such as community radio stations and journalists, including independent journalists and bloggers.
- *Civil Society:* Continue relationships with local advocacy groups.
- *Private Sector:* Continue to expand partnerships to include the private sector to contribute to addressing the local economy and the rights of labor migrants (e.g., through ethical recruiting, employment schemes, community development, assisting with monitoring labor rights violations, etc.).

Awareness Raising (AR): Continue to generate a range of information campaign modes (radio, television, video, physical events, campaigns, cartoons, theater shows, leaflets, brochures, films, documentaries, social media, websites, and online) to engage a wide audience. Expand AR into schools and educational institutions, particularly for CM messages, to reduce dropout rates and promote the importance of education. Generate nuanced and customized messaging for various groups. Ensure safe migration messaging includes the risks of trafficking.

¹⁸¹ Interview REM-FG-WIN-PMS-23, February 2021.

Capacity Building and Behavior Change Communication (BCC): Continue capacity building on TIP, safe migration, and CM issues. Improve follow up to determine the conversion of knowledge into action and/or behavior change. Develop more qualitative indicators on knowledge, attitudes, and perceptions across targeted groups to measure changes in awareness and behavior change. Continue developing e-modules for the a2i platform, and maintain usage information, with annual knowledge, attitude, and practices (KAP) online surveys. Increase activities and interventions to youth into colleges and universities. Strengthen the capacity of the justice system, legal aid agencies, and NGOs to effectively identify TIP cases for filing.

Peer Leaders and ANIRBAN: Continue to strengthen volunteer youth and survivor groups to identify at-risk people and survivors for support and services through TIP and early marriage laws and regulations. Strengthen their leadership, community mobilization, communication, advocacy, and coordination skills. Monitor the capacity of ANIRBAN to develop in their newly-established role as government-registered community organizations. Improve the literacy level of ANIRBAN members, while developing their management skills.

CTCs and PCMCs: Strengthen CTCs and PCMCs to encourage an integrated or merged approach to CTIP and CM (including Law Enforcement Committees). Encourage regular committee meetings, action plans, and the dissemination of information to communities on actions taken. Initiate dialogue and advocacy with the relevant national government ministries, departments, and district administrations to reform the committees. Encourage union committees to be accountable to upazila committees.

National Referral Mechanism (NRM): Expand the district referral mechanism (DRM) to a NRM, and strengthen collaboration and cooperation between government agencies and NGOs (platforms for cooperation), to enable the GOB to monitor its HR obligations through services such as shelters, repatriation, and reintegration. Continue to provide a pool of trained and qualified trauma counselors. Establish a pool of judiciary trainers.

Shelter Homes: Undertake a mapping of existing shelter homes in the TIP Activity region to better understand cultural and gender preferences. Explore alternative approaches to survivor protection, e.g., a community-centered approach for males, improved shelter services for women.

Integration of Survivors: Strengthen regional needs for survivor integration/reintegration into society. Collaborate with national and local stakeholders to develop a sustainable integration and care plan. Assistance should include an income generation/livelihoods plan, with regular (e.g., monthly) sub-grantee follow up during and after implementation. Strengthen access to training providers, RAs, and private sector job placements. Extend partnerships to include farmers' groups for business activities. Establish a robust survivor feedback mechanism.

Special TIP Tribunals: Continue support to the seven existing TIP tribunals, and advocate for the dedication of special anti-TIP prosecutors assigned to those tribunals, as well as the establishment of additional TIP tribunals in districts with high volumes of backlogged trafficking cases. Support survivors to file cases. Monitor cases and the conversion of completed cases to compensation. Ensure that the number of cases filed and the number of individuals filing cases are clearly stated. In criminal law provisions, include a common definition of the crime, aggravating circumstances and higher penalties, as well as non-punishment of the victims for unlawful activities such as the use of false documents used while being subjected to exploitation by traffickers. Consider the provision of support to prosecute nationals for crimes committed in other countries through the use of investigative tools and transnational government cooperation.

Legislation and NPA: Continue work to revise and implement legislation for full compliance with the Palermo Protocol and actions toward the National Plan of Action for Prevention and Suppression of Human Trafficking (2018-2022), including training stakeholders. Contribute toward the next revision of the NPA, encouraging alignment with the UN 2030 Sustainable Development Goals (SDGs). Establish a GOB/MoHA mechanism, in coordination with the SDG implementation tracker, to monitor and evaluate the implementation of the NPA.

ANNEXES

ANNEX I: BC/TIP EVALUATION TASKING REQUEST S020

Tasking Request S020 – Final Performance Evaluation for USAID Bangladesh Counter-Trafficking-In-Persons Activity

Date of Request: February 10, 2020

Description:

USAID “Bangladesh Counter Trafficking-In-Persons (BC/TIP)” activity is a six-year, \$11.8 million DRG activity implemented by Winrock International. The goal of the activity is to reduce the prevalence of human trafficking in Bangladesh by: strengthening community capacity to identify trafficking victims; improving trafficking victims’ access to assistance; increasing criminal-justice actors’ responsiveness to trafficking victims; and building effective partnerships among stakeholders to combat trafficking. The activity also provides support to victims and those at-risk of child marriage and raise awareness of the serious problems associated with child marriage.

The proposed final performance evaluation will assess the technical and programmatic validity of the BC/TIP activity, assess implementers’ performance in achieving targeted results; determine if the program is on course to meet set objectives; judge program approach and management effectiveness, and recommend to USAID/Bangladesh ways to improve BC/TIP implementation and programming.

Research Questions:

Proposed evaluation questions:

1. To what extent has BC/TIP achieved activity objectives?
2. What are the major challenges to achieving activity objectives?
3. How effective is the BC/TIP programming in countering human trafficking and child marriage?
4. To what extent has the BC/TIP activity been successful in strengthening community capacity to prevent trafficking-in-persons, unsafe labor migration, and child marriage?
5. To what extent has the BC/TIP activity been successful in strengthening GOB capacity to prosecute traffickers and trafficking-related crime?
6. How effective has the BC/TIP management structure (WI and its sub-grantees, and USAID) been in implementing the activity and achieving activity results? Is the current structure, the most efficient way to manage and achieve activity objectives?
7. To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms?
8. To what extent has BC/TIP effectively addressed the recommendations of its mid-term evaluation, accepted by USAID and Winrock International?
9. To what extent has the BC/TIP activity been successful in integrating survivors in the family/society?

Geographic Coverage:

The evaluation shall cover implementation sites in at least eight districts covering all three "P" IRs - Protection, Prosecution and Prevention under the BC/TIP program.

Dates of performance and timeline:

The period of performance for the final performance evaluation is roughly 12 weeks, based on a

five-day work week, from on/or about May 2020 to on/or about July 2020. This period includes the literature review, field work, briefing to USAID, report writing and submission.

Team Composition/Qualifications of Consultants:

The evaluation team will be comprised of five to six key personnel: a team leader (US/TCN Evaluation Specialist), three team members (one US/TCN Sectoral Specialist and two Local Sectoral Specialists), and one or two evaluation assistant/translator/note taker.

Qualifications:

- **Team Leader:** An international Senior Evaluation Specialist with Ph. D. or equivalent degree and experience in evaluating TIP and/or human rights programs and research in developing countries. The Team Leader will direct the team, finalize evaluation design, coordinate activities/meetings, lead FGDs and KIIs; consolidate individual input from team members, and coordinate the process of assembling the final findings and recommendations. S/he will also lead preparation and presentation of key evaluation findings and recommendations to USAID/Bangladesh. The evaluation team leader is required to have background experience working with human trafficking issues and a good knowledge of the overall DRG sector. At least ten (10) years of experience in conducting evaluation and evaluation management is required. Experience in conducting assessments and designing strategic responses to TIP at the international level, or in developing countries is required. The ability to produce a high-quality evaluation report in English is essential.
- **International Team Members:** A mid-level evaluation specialist with an advanced degree in a relevant discipline and at least five (5) years of experience. Experience in design, management monitoring and evaluation of programs about TIP, human rights, civil society, and youth in developing countries is required. Prior experience and ability to conduct evaluations and to write well in English is required. S/he will work with the national team member(s) to manage focus group discussions and other data collection methods, analyze findings and draft the evaluation report.
- **National Team Member(s):** Senior or mid-level evaluation specialist should have at least seven years of experience in designing and conducting field-based evaluations and assessments of programs on TIP, human rights and DRG. Relevant experience in Bangladesh is preferred.

Overall, the team will need expertise in USAID practices and experience in program evaluation; program design and analysis; quantitative and qualitative data collection and analysis; survey design and analysis; and DRG program issues.

Deliverables:

- Literature Review
- Evaluation Team planning meetings
- Evaluation Design and Work Plan
- Evaluation Design Matrix and Data Collection instrument
- In-brief meeting with USAID
- Mid-term briefing and interim meetings with USAID
- Debriefing with USAID

- Debriefing with Partner
- Draft Evaluation Report
- Final Report (due within two weeks after USAID provides comments on the draft report; total length, excluding references and annexes, should not exceed 30 pages (Times New Roman 12-point font)).

ANNEX 2: EVALUATION METHODOLOGY

This annex details the evaluation approach and methodology and sets the parameters and criteria for the BC/TIP final performance evaluation.

EVALUATION ETHICS

Under the Tasking Request S020, the evaluation team has applied USAID’s quality standards Automated Directives System (ADS) 201 and the guidance on preparing evaluation reports and document, *A Mandatory Reference for ADS Chapter 201* to this report. All members of the evaluation team uphold ethical standards. The evaluation team will obtain informed consent from participants, where relevant. Confidentiality and privacy rights are guaranteed under ME&A’s policies and procedures, in conjunction with gender-sensitivity and cultural-sensitivity.

EVALUATION TEAM

| Name | Position and Role |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ms. Martina Nicolls | REMOTE: International Team Leader – overall leadership of the ET, design and tools, evaluation, analysis, and report writing. |
| Mr. Mark Taylor | REMOTE: International Senior Evaluation/Countering Trafficking-in-Persons Expert – technical support to the evaluation design and tools, data collection, and report writing. |
| Mr. A.J.M Ifjalul Haque Chowdhury | BANGLADESH: National Senior Specialist (Migration & Trafficking) – field data collection, support evaluation design and findings, conclusions and recommendations. |
| Mr. Ahmad Ibrahim | BANGLADESH: National Evaluation Specialist (Gender & Labor Migration) – field data collection, support evaluation design and findings, conclusions and recommendations. |

BC/TIP Evaluation Team Roles and Responsibilities

The international evaluation team leader was responsible for the development of the evaluation and overall team coordination, their roles and responsibilities, data and information collection, data analysis, and writing the report, with support from the international senior evaluation and countering TIP expert. The local technical experts provided knowledge of the local context and conducted in-person interviews, and assisting with analysis and key sections of the report. The key experts were supported during the fieldwork by two translators/transcribers and two logistics assistants to arrange FGDs, IDIs, and KIIs.

Team Leader/Evaluation Specialist: Ms. Martina Nicolls has nearly 40 years of experience in education and human rights, as an evaluator, technical specialist, and team leader for national and international donors and agencies, including extensive experience evaluating anti-human trafficking and other human rights initiatives funded by USAID and other donors. Recently, as Team Leader/Evaluation Expert for the 2019-2020 final performance evaluation of USAID’s Dignity and Rights Activity in Central Asia (anti-human trafficking and safe migration) and USAID’s 2018 midterm performance evaluation of the Countering Trafficking in Persons (CTIP) program in Cambodia, Ms. Nicolls assessed the prevention, protection, prosecution, and partnership activities of CTIP, provided lessons learned to USAID in designing and managing CTIP programs, and proposed actions for recommendations. As team leader/child protection evaluator of the Australian Government’s Project Childhood in Thailand, Cambodia, Vietnam, and Laos, Ms. Nicolls assessed the program’s efforts to combat child trafficking and sexual exploitation in travel and tourism. Ms. Nicolls has conducted evaluations of the U.S. Department of Labor child labor/trafficking programming in Ethiopia, India, Kenya, Liberia, Nepal, Rwanda, Sierra Leone, and Uganda.

Team Leader Duties: The team leader provided overall leadership and technical guidance for the evaluation team. Due to Coronavirus Disease 2019 (COVID-19) restrictions, she did not travel to Bangladesh for this evaluation. Working remotely, she finalized the evaluation design, including the data collection tools; participated in high-level consultations using remote technologies; and coordinated the process of assembling the findings/recommendations into a high-quality evaluation report.

International Senior Evaluation/Countering Trafficking-in-Persons (CTIP) Expert Duties: The Senior Evaluation Expert provided support to the TL and team in the evaluation. He supported the finalization of the evaluation design, including the data collection tools; participated in high-level consultations; supported the write up the final report; supported the TL in the preparation of the key evaluation findings and recommendations to USAID/Bangladesh and major stakeholders; and supported the team leader in assembling the findings and recommendations into a high-quality evaluation report.

National Senior Specialist (Migration & Trafficking) and National Evaluation Specialist (Gender & Labor Migration Duties: The two local experts supported the international experts in the execution of the evaluation. They contributed to the evaluation design including the data collection tools; conducted KIIs, IDIs, FGDs and SGDs at national, division, district, and sub-district levels; and supported the process of assembling the findings and recommendations into a high-quality evaluation report.

Management

The BMEL evaluation team lead provided technical expertise for the evaluation. Day-to-day supervision was the responsibility of the BMEL Chief of Party. The BMEL Deputy Chief of Party provided supervision and support in the ME&A/BMEL office in Dhaka, Bangladesh. The BMEL monitoring and evaluation specialist provided support to the team during data collection and analysis, as needed. ME&A headquarters provide backstopping, quality assurance, communications with USAID/Bangladesh, copy-editing support, and overall management of the evaluation. ME&A headquarters provided logistical support for travel and contracting with all consultant team members. The ME&A/BMEL field office provide logistical support in Bangladesh, including office space, supplies, and transportation and accommodation arrangements in Dhaka and in the districts as well as ensure financial and administrative support for tasks and deliverables, including payment of per diems and processing expense reports for all local consultants.

EVALUATION QUESTIONS

The final performance evaluation addressed USAID/Bangladesh's 9 Evaluation Questions (EQs) below:¹⁸²

1. To what extent has BC/TIP achieved activity objectives?
2. What are the major challenges to achieving activity objectives?
3. How effective is BC/TIP programming in countering HT and CM?
4. To what extent has the BC/TIP activity been successful in strengthening community capacity to prevent trafficking-in-persons, unsafe labor migration and CM?
5. To what extent has the BC/TIP activity been successful in strengthening GOB capacity to prosecute traffickers and trafficking-related crime?

¹⁸² BMEL. (2010). *Brief Proposal: Final Performance Evaluation for USAID Bangladesh Counter Trafficking-in-Persons Activity*, Approved: March 18, 2020, p. 6.

6. How effective has the BC/TIP management structure (WI, its sub-grantees, and USAID) been in implementing the activity and achieving activity results? Is the current structure, the most efficient way to manage the activity to achieve the objectives?
7. To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms?
8. To what extent has BC/TIP effectively addressed the recommendations of its midterm evaluation, accepted by USAID and WI?
9. To what extent has the BC/TIP activity been successful in integrating survivors in the family/society?

EQ8 refers to the midterm evaluation (MTE) undertaken in 2017.¹⁸³ Where possible for comparison purposes to determine whether BC/TIP has affectively addressed the recommendations, this 2021 evaluation visited some districts from the MTE and also made comparisons across similar EQs. Below is a comparison of the 6 MTE EQs with the current 9 EQs. It shows four of the nine EQs in alignment, with one being similar.

| # | 2021 Final Evaluation | | # | 2017 Mid Term Evaluation |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | To what extent has BC/TIP achieved activity objectives? | SAME | 1 | To what extent have activity objectives been achieved? |
| 2 | What are the major challenges to achieving activity objectives? | SAME | 2 | What are the major factors influencing progress toward achievement or non-achievement of objectives? |
| 3 | How effective is BC/TIP programming in countering HT and CM? | NEW | | No MTE Equivalent |
| 4 | To what extent has BC/TIP been successful in strengthening community capacity to prevent TIP, unsafe labor migration, and CM? | APPROX | 5 | To what extent has the activity been able to contribute towards strengthening the capacity of its sub-grantees? |
| 5 | To what extent has BC/TIP been successful in strengthening the GOB capacity to prosecute traffickers and trafficking-related crime? | NEW | | No MTE Equivalent |
| 6 | How effective has BC/TIP management (WI, its sub-grantees, and USAID) been in implementing the activity and achieving results? Is the current structure, the most efficient way to manage the activity to achieve the objectives? | SAME | 4 | How effective has BC/TIP management (WI, its sub-grantees, and USAID) been in implementing the activity and achieving results? Is the current structure, the most efficient way to manage the activity to achieve the objectives? |
| 7 | To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms ? | SAME | 6 | What major challenges to sustainability has the activity encountered? What measures should be taken to ensure sustainability of program achievements? |
| 8 | To what extent has BC/TIP effectively addressed recommendations of its MTE , accepted by USAID and WI? | NEW | | No MTE Equivalent |
| 9 | To what extent has BC/TIP been successful in integrating survivors in the family/society ? | NEW | | No MTE Equivalent |

¹⁸³ USAID. (2017) *Bangladesh Counter Trafficking-in-Persons Mid-Term Performance Evaluation*. December. p. 12.

The main changes between the MTE and the 2021 EQs are the inclusion of:

1. The strengthened capacity of the government and community;
2. Child marriage;
3. The integration of survivors in the family or society;
4. The Cox's Bazar interventions for the Rohingya refugee populations.

QUALITATIVE PRIMARY DATA COLLECTION

The data collection phase included a coordinated approach that took into account factors such as: (1) BC/TIP locations and logistics; (2) BC/TIP partners, sub-grantees, beneficiaries, and stakeholders; (3) interventions; (4) selection and sampling; (5) modes of interviews; (6) data collection tools, e.g., interview guides; and (7) note-taking and coding in preparation for analysis and report writing.

BC/TIP commenced implementation in 25 districts, as stated in the cooperative agreement.¹⁸⁴ It dropped the following five districts: Joypurhat, Jamalpur, Meherpur, Patuakhali, and Shariatpur. BC/TIP works in 20 of Bangladesh's 64 districts in five clusters as follows:

- North: Kurigram, Lalmonirhat, Rangpur, Dinajpur
- West: Naogaon, Rajshahi, Chapainowabgonj
- South: Jashore, Khulna, Narail, Satkhira, Barisal, Faridpur
- East: Chittagong, Cox's Bazar, Sylhet
- Central: Mymensingh, Dhaka, Tangail, Sirajgonj

The evaluation was conducted in nine of the 20 remaining districts (Dhaka + eight districts). The fieldwork was conducted by two teams. Each team has a local expert and a note-taker. Initially, the team worked together in Dhaka before splitting into two groups to visit eight districts (four each). In each location, the teams used the data collection methods and plans shown below. The two international experts (at home-base) worked remotely and conducted teleconference interviews.

Stakeholders and Beneficiaries

1. **Prevention activities:** BC/TIP worked with peer leaders, members of the WI-created ANIRBAN,¹⁸⁵ local journalists, community members, migrant workers, recruiting agents, counter-trafficking committee members, DEMO and Ministry of Expatriates' Welfare and Overseas Employment (MOEWOE) staff, and members of the Vigilance Task Force (VTF) for prevention-related interventions.
2. **Protection activities:** BC/TIP worked with survivor service providers under GOB and NGO staff, shelter home staff/managers, survivors/victims of trafficking, including private companies, and the Ministry of Youth and Sport (MOYS) for protection-related interventions.
3. **Prosecution activities:** BC/TIP developed capacity of the law enforcement professionals such as police, public prosecutors, lawyers, judges, immigration officials,

¹⁸⁴ USAID. (2015). *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21.

¹⁸⁵ The ANIRBAN organization of trafficking survivors was created by WI during the USAID-funded Actions for Combating Trafficking-in-Persons Project (ACT) from 2008-2014.

and TIP cell officers, local representatives of the Ministry of Social Welfare (MOSW), members of CTCs,¹⁸⁶ and NGOs for prosecution in favor of victims/survivors of TIP.

4. **Partnerships:**¹⁸⁷ BC/TIP worked with various organizations such as the National Legal Aid Services Organization (NLASO), a2i, private sector network, Police Anti-Trafficking Monitoring Cell, and other donor-supported projects, such as the Swiss Agency for Development and Cooperation (SDC)-funded Ashshash project, to develop partnership for effective participation in prevention, protection, and persecution for victims/survivors of trafficking and child marriage.

Modes of Data Collection

The team conducted interviews with stakeholders and beneficiaries through key informant interviews (KIIs), focus group discussions (FGDs), small group discussions (SGDs), and in-depth interviews (IDIs). The team also conducted direct observations (DO) of sites or systems developed with BC/TIP support (e.g., legal case management system, and a TIP course in a2i platform). Remote KIIs and FGDs/SGDs were conducted by the two international experts (team leader and senior evaluator/CTIP expert) through Google Meet, Microsoft Teams, Skype, or Zoom depending upon participants' preferences. The team wrote notes and cross-checked with each other and discussed to ensure a common understanding of the key points.

Sub-Grantees

The total number of sub-grantees throughout the implementation of BC/TIP was 13 (see Annex 3).¹⁸⁸ From September 2020, there were nine sub-grantees. The evaluation team sampled a selection of past and current sub-grantees depending upon the district and activities covered.¹⁸⁹

Key Informant Interviews

The evaluation conducted one-on-one KIIs with individuals that include representatives of USAID and WI as well as BC/TIP stakeholders. KIIs were conducted by administering a semi-structured interview guide.

In-Depth Interviews

¹⁸⁶ There are 32 categories of members of a district CTC, which includes inter-ministerial district officers, law enforcement, and elected representatives, as well as journalists and civil society representatives: 30 for the upazila CTCs and 21 for union CTCs. District CTCs have 12 mandates, while upazilas have 16 and union CTCs have 19 mandates. CTCs are not funded separately at the union level and any funding for their activities have to arise out of cross-ministerial activities, such as CM activities under the Women and Child Ministry can have anti-trafficking components, etc. There is funding for the district CTCs, which comes out of the District Commissioner's general budget from the Ministry of Home Affairs.

¹⁸⁷ The USAID definition of the "4P" and IR (Partnerships) applies to other donors and implementers, such as the United States (U.S.) Embassy, U.S. State Department, United Nations Office on Drugs and Crime (UNODC), and International Organization for Migration (IOM). The 2017 MTE of BC/TIP emphasized the need for the program to collaborate with other U.S. Government-funded anti-TIP projects in Bangladesh, e.g., RI and UNODC (funded by J/TIP).

¹⁸⁸ The cooperative agreement lists the Refugee and Migratory Movements Research Unit (RMMRU) as a sub-grantee, but this is not mentioned in the BC/TIP list; USAID. (2015). *BC/TIP Cooperative Agreement, AID-388-A-14-00003*, p. 21.

¹⁸⁹ At least eight of the current sub-grantees under BC/TIP started in 2008 (or earlier) as sub-grantees under the USAID-funded Actions for Combating Trafficking-in-Persons Project (ACT) from 2008-2014. They have been receiving USAID funding through WI for at least 12 years. The ACT program had similar objectives as BC/TIP at its start.

The evaluation team conducted IDIs with the peer leaders, ANIRBAN members, migrant workers, victims/survivors of trafficking, survivor service providers (GOB and NGO), shelter home managers, and private company representatives.

Focus Group Discussions

The evaluation conducted FGDs to understand the outcomes of the BC/TIP activity. Each FGD included a note-taker. Moderators (the local evaluation expert) used a USAID-approved discussion guide to facilitate the discussion, while note-takers took notes against each EQ.

Small Group Discussions

The evaluation team conducted SGDs with the WI-created survivors' group ANIRBAN, staff members of the members of the private-sector networks, and the members of NLASO, as well as Kazi/Marriage registrar on CM issues. The SGDs took place with at least three people to discuss a specific issue. The discussion was led by a moderator (a local evaluation expert) who asked 10-12 questions.

Direct Observations

The evaluation team visited sites to conduct DOs to observe legal case management and follow-up on mechanisms, access to information (a2i) platform in the Prime Minister's Office, and community radio programs. Observers (a local evaluation expert) learned how they were organized and functioning, discussed the challenges and benefits with respective persons, and took notes for each site observed.

QUALITATIVE DATA ANALYSIS

Secondary Data Analysis

The evaluation team created an analytical framework/matrix to record and categorize the data found in each document during its desk review of existing literature and relevant secondary data sources. The categories were coded and analyzed by EQ and/or IR.

Qualitative Data Analysis

The team used content analysis to analyze the qualitative data collected through the desk review, KIIs/IDIs, and FDGs/SGDs. Data gathered at each KII/IDI and FGD/SGD was written up and shared among team members for quality assurance. The qualitative data was coded using NVivo and analyzed using content and thematic analysis. Content analysis will be used to determine the prevalence of certain words, themes, or concepts in the KII/IDI and FGD/SGD data and secondary data.

EVALUATION TIMELINE

| Task/Deliverable | Dates |
|---------------------------------------------------------------------------------------------|----------------------|
| Kick-off evaluation team meeting – EQs, expectations, logistics, etc. | By Dec. 27, 2020 |
| Desk review and development of the work plan and evaluation tools | Dec. 27-Jan. 9, 2021 |
| ME&A submits the draft work plan and evaluation tools to USAID | January 9, 2021 |
| Preparation for USAID In-Brief | January 10, 2021 |
| ME&A submits In-Brief presentation to USAID BMEL Contracting Officer's Representative (COR) | January 10, 2021 |
| Virtual In-Brief with USAID | January 11, 2021 |
| Virtual In-Brief with BC/TIP COR | January 12, 2021 |
| Virtual meeting with WI and BC/TIP staff | January 12, 2021 |

| Task/Deliverable | Dates |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Revise work plan and evaluation tools based on USAID feedback | January 13-14, 2021 |
| USAID approval of Work Plan | |
| Data Collection Bangladesh: KIIs & FGDs in-person Dhaka + 8 districts | Jan. 23-Feb. 18, 2021 |
| Data Collection Remote: KIIs & FGDs by videoconference calls | Jan. 23-Feb. 18, 2021 |
| Team discussion, data review, address gaps & conduct preliminary analysis | February 18-23, 2021 |
| ME&A submits draft Out-Brief presentation to USAID BMEL COR | February 24, 2021 |
| Out-Brief meeting with USAID; presentation of preliminary findings | February 28, 2021 |
| Out-Brief meeting with WI and BC/TIP staff; preliminary findings | February 28, 2021 |
| Finalize analysis and draft evaluation report (#1) | Feb. 28-March 20, 2021 |
| ME&A submits draft evaluation report (#1) to USAID BMEL COR | March 20, 2021 |
| USAID reviews and comments on draft evaluation report | March 21-April 1, 2021 |
| Revise draft evaluation report (#1) based on USAID feedback | April 2-16, 2021 |
| ME&A submits final evaluation report (draft #2) to USAID BMEL COR | April 16, 2021 |
| After USAID clearance of final evaluation report, submit the executive summary of key findings, conclusions, and recommendations | TBD (dependent upon USAID approval) |
| After USAID clearance of final evaluation report, prepare two (2) separate versions, if needed (public and internal) to DEC | TBD (dependent upon USAID approval) |

EVALUATION DESIGN MATRIX

| # EQ1: To what extent has BC/TIP achieved activity objectives? | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>In your work to prevent/protect/prosecute HT, unsafe labor migration and/or CM, what have been your achievements?</p> <p>Which activities have shown the greatest results?</p> <p>To what extent have prevention/protection/prosecution interventions succeeded in creating demand for safer migration/protective services/law enforcement?</p> <p>How have the quality of services accessible to vulnerable at-risk people of exploitation and/or trafficking survivors improved due to BC/TIP in the area in which you are involved?</p> <p>What interventions are you currently seeing above expected results?</p> <p>Does your interaction with BC/TIP make you feel more empowered to make informed decisions in the areas in which you work?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees GOB; Capacity Building Services Group (CBSG); Peer Leaders; Community Survivors & families; Trainees; NGOs; Private Sector; Donors & INGOs | Desk review KIIs & IDIs FGDs & SGDs DO MTE Report Performance Tracking Sheets | Content analysis to identify patterns through frequency of themes, outcomes, and events Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ2: What are the major challenges to achieving activity objectives? | | |
| <p>What challenges have you encountered in your work? How do you get help to overcome them? Which challenges still exist?</p> <p>Which interventions have been most difficult to produce positive results?</p> <p>Was BC/TIP training undertaken by the most appropriate people? What is your view on the selection of people to be trained?</p> <p>Are there pockets of resistance or low uptake/acceptance of CTIP strategies in Bangladesh that still need to be addressed?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; | Desk review KIIs & IDIs | Content analysis to identify patterns through frequency of themes, outcomes, and events |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOB; CBSG; Peer Leaders; Community Survivors & families; Trainees; NGOs; Private Sector; Donors & INGOs | FGDs & SGDs DO | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ3: How effective is BC/TIP programming in countering human trafficking and child marriage? | | |
| <p>TIP awareness campaigns – How affective has BC/TIP been in its TIP awareness campaigns? Which methods are most effective and why? Have the TIP awareness messages been effective? Is BC/TIP messaging, such as safe migration, consistent with the government’s messaging? What CTIP interventions are you currently seeing above expected results to date? What challenge to success has there been in mitigating human trafficking?</p> <p>(IR 5) Child Marriage – How have you been able to mobilize community and justice actors through your activities against early child marriage? What interventions are you currently seeing above expected results in addressing early child marriage? What challenge to success has there been in mitigating early child marriage? How have attitudes on child marriage among community leaders changed in a positive way? How confident are you that BC/TIP can address drivers of early child marriage?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; GOB; Donors; Non-Partners; Anti-TIP thought leaders; Donors & INGOs | Desk review KIs & IDIs | Comparative analyses (among groups) Looking beyond the program and its immediate beneficiaries to stakeholders in the anti-TIP space Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ4: To what extent has the BC/TIP activity been successful in strengthening community capacity to prevent TIP, unsafe labor migration and child marriage? | | |
| <p>Part of BC/TIP seeks to strengthen communities’ ability to prevent and address TIP proactively. How has this strengthening been seen at the community/village level? (PROBE – What are tangible examples of improved responses at the community level?) If it has not been seen, why not? (PROBE – What are the reasons that the village/location remains weak in responding to TIP?)</p> <p>For Peers/Community Leaders: What are the biggest obstacles to your efforts in identifying trafficking victims and assisting them with justice remedies or reintegration services? Do you think there are different drivers for men and women, and for young and old, and for urban and rural people? Is BC/TIP addressing the factors that lead to unsafe migration in an effective way—expand on your response?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; GOB; Peer Leaders Community Survivors & families; Trainees; NGOs; Private Sector | Desk review KIs & IDIs FGDs & SGDs DO | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ5: To what extent has the BC/TIP activity been successful in strengthening the GOB capacity to prosecute traffickers and trafficking related crime? | | |
| <p>To what extent do your activities in the program involve collaboration with elements of the government (any level & sector)? What are the strengths of the government’s role in your perspective. Its weaknesses? Have these roles changed or grown over the course of BC/TIP (2014-2021)? Are there strong and concrete linkages at the top-down and bottom-up levels in government? Explain. How has BC/TIP been successful with key government ministries and agencies and motivating them to a greater response to prevention/protection/prosecution of TIP? Are there strong and concrete linkages at the top-down and bottom-up levels in government? Explain. What have been the greatest challenges to building government capacity to fight TIP, in your view?</p> | | |

| Data Sources | Data Collection Methods | Data Analysis Methods |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| USAID/Bangladesh; WI & Sub-Grantees; GOB; Peer Leaders; Community Survivors & families; Trainees; NGOs; Donors & INGOs | Desk review Kills & IDIs FGDs & SGDs DO | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ6: How effective has the BC/TIP management structure (WI, its sub grantees, and USAID) been in implementing the activity and achieving activity results? Is the current structure, the most efficient way to manage the activity to achieve the objectives? | | |
| <p>How do you work with the BC/TIP team?</p> <p>Describe the communications between the community/government/sub-grantee and the BC/TIP management level?</p> <p>What factors make the management structure a success? Are there any issues in the working relationship that is hindering progress? Explain.</p> <p>What is your view on BC/TIP's collaboration with other stakeholders (including donors, INGOs, local NGOs) who are working towards the same objectives on TIP? Is this collaboration adequate? Where can collaboration be improved?</p> <p>How does BC/TIP share lessons learned (challenges and success stories)?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; GOB; CBSG; Private; Donors & INGOs | Desk review Kills & IDIs FGDs & SGDs DO | Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Gap analysis |
| # EQ7: To what extent has BC/TIP achieved progress toward establishing sustainability mechanisms? | | |
| <p>What are the factors that determine the activities sustainability?</p> <p>How can the activities that you are implementing under the program be sustained if external funding ended? Please explain.</p> <p>What other parts of BC/TIP are sustainable? How do you know this?</p> <p>What interventions were not done in BC/TIP that should be done in future?</p> <p>How can future USAID programs be more effective in countering TIP?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; GOB; Peer Leaders Community Survivors & families; Trainees; NGOs; Private Sector | Desk review Kills & IDIs FGDs & SGDs DO | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |
| # EQ8: To what extent has BC/TIP effectively addressed the recommendations of its MTE, accepted by USAID and WI? | | |
| <p>Are you aware of any changes to BC/TIP after the Mid-Term Evaluation in 2017? (if no, SKIP)</p> <p>What changes were made after that evaluation? How were these changes effective?</p> <p>Has your organization been part of the decision-making process on any program changes so that it can be successful?</p> | | |
| Data Sources | Data Collection Methods | Data Analysis Methods |
| USAID/Bangladesh; WI & Sub-Grantees; GOB; CBSG; Peer Leaders; Survivors & families; Trainees; | Desk review Kills & IDIs FGDs & SGDs DO MTE Report | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |

| | | |
|---------------------------------|--|--|
| NGOs; Private; MTE Team Lead | | |
|---------------------------------|--|--|

EQ9: To what extent has B/TIP been successful in integrating survivors in the family /society?

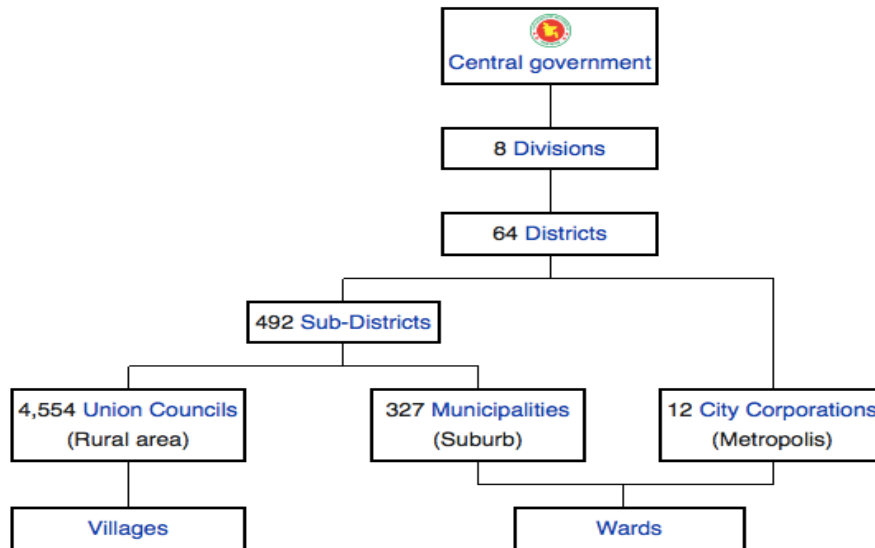
How are survivors being integrated back into their families or societies?
 Is that the right (successful) approach?
 If a significant number of survivors are re-trafficked or re-migrate, what are the factors behind this?
 Have there been any unintended consequences of BC/TIP's strategies to integrate survivors in the family/society?
For Survivors Only: Do you think that service providers working for BC/TIP made a sufficient effort to understand your needs including any trauma suffered during your time?

| Data Sources | Data Collection Methods | Data Analysis Methods |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| USAID/Bangladesh; WI & Sub-Grantees; GOB; Peer Leaders; Survivors & families; Trainees; NGOs; Private | Desk review KIs & IDIs FGDs & SGDs DO | Comparative analyses (among groups) Triangulation between methods as appropriate Sequential analyses (building a logical chain of evidence) Gender analysis Trend analysis Gap analysis |

ANNEX 3: BC/TIP LIST OF SUB-GRANTEES

| # | Sub Grantee | Activities | Status | Districts |
|--------------------------------------------|---------------------------------------------|-------------------------------|-----------------------|---------------------------------------------------------------------|
| Prevention | | | | |
| 1 | Agrogoti Sangstha | Ashshash | Ongoing | Khulna, Satkhira |
| 2 | Aid Cumilla | Child Marriage | Finished August 2020 | Rangpur, Kurigram, Naogaon, Tangail, Chapainawabgonj Cox's Bazar |
| 3 | Bangladesh Institute of Theatre Arts (BITA) | Child Marriage | Finished August 2020 | Chottogram, Cox's Bazar |
| 4 | Proyas Manobik Unnayan Society (PMUS) | Partnership Child Marriage | Ongoing | Chapainawabgonj, Rajshahi, Dinajpur |
| Protection | | | | |
| 5 | Dhaka Ahasania Mission (DAM) | Partnership | Ongoing | Jashore, Satkhira |
| 6 | SACHETAN | Partnership | Ongoing | Rajshahi, Naogaon, Chapainawabgonj |
| Prevention, Protection | | | | |
| 7 | RDRS | Partnership | Ongoing | Kurigram, Dinajpur. Rangpur Lalmonirhat |
| 8 | YPSA (Young Power in Social Action) | Child Marriage | Ongoing | Cox's Bazar Chattogram |
| Protection, Prosecution | | | | |
| 9 | OKUP | Prosecution | Finished August 2020 | Dhaka, Faridpur, Narsingdi |
| Prosecution | | | | |
| 10 | BSEHR | Prosecution | Ongoing | Faridpur, Dhaka, Shirajgonj |
| 11 | NONGOR | Legal training | Ongoing | Cox's Bazar, Chittagong |
| Prevention, Protection, Prosecution | | | | |
| 12 | Rights Jashore | Child Marriage | Finished in Aug. 2020 | Jashore, Narail |
| National Plan of Action | | | | |
| 13 | INCIDIN Bangladesh | Partnership | Contracted as needed | |

ANNEX 4: BANGLADESH ADMINISTRATIVE LEVELS



Source: *Administrative geography of Bangladesh*, Wikipedia.org, accessed February 12, 2021.

ANNEX 5: BC/TIP SUMMARY OF RESULTS (TO SEPTEMBER 2020)

| Main Objective: To reduce the prevalence of human trafficking and child marriage in Bangladesh | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------|----------|
| Objective Indicator | # actions taken by communities, local govt. & GOB to prevent TIP | | |
| IR1: Prevention Indicators (strengthen capacity to identify & prevent) | Target | Results Sept 2020 | % |
| 1.1 # actions taken by communities, local govt. & GOB to prevent TIP & child marriage | 30,557 | 31,260 | 102% |
| 1.2 % of target population that shows an awareness of trafficking-in-persons | 80% | May 2021 | |
| 1.3 # ARP/survivors identified by communities & referred to at least 1 support service | 9,149 | 8,375 | 92% |
| 1.4 # CTCs established and fully functioning | 300 | 258 | 86% |
| 1.5 % trained CTC members with an increased level of knowledge of their roles/resp. | 85% | 87% | +2% |
| 1.6 # peer leaders, including ANIRBAN, trained to combat TIP & child marriage | 1,052 | 962 | 91% |
| 1.7 # people, i.e., law enforcement, health care providers, educators, etc. exposed to mass media campaign that provides information about TIP | 6,178,967 | 6,186,132 | 100% |
| 1.8 # overseas migrants who received training on safe migration, TIP, rights & redress | 26,239 | 25,260 | 96% |
| 1.9 # recruiting agencies providing safe migration information to migrants | 85 | 50 | 59% |
| 1.10 # unduplicated CTCs who received training in their roles & responsibilities | 3,340 | 3,005 | 90% |
| 1.11 # DEMO officials who received training on safe migration & TIP | 124 | 124 | 100% |
| 1.12 # journalists trained on TIP, safe migration & child marriage issues | 250 | 202 | 81% |
| 1.13 # people reached by an intervention providing GBV services (e.g. health, legal) | 6,100,000 | 5,030,246 | 82% |
| IR2: Protection Indicators (improved access of VOT to assistance) | Target | Results | % |
| 2.1 % annual change in survivors referred to services by other agencies (govt. NGO, court, police, partner organization, BGB, RRR1 task force etc.) | 30% | 23% | -7% |
| 2.2 # survivors of TIP receiving services | 3,167 | 3,067 | 97% |
| 2.3 # BC/TIP partners implementing the 2014 ACT Standards & Protocols for survivor services & new GOB minimum standards of care & services for survivors | 10 | 10 | 100% |
| 2.4 # counselors, social workers & health care workers who received training in using TIP & child marriage-specific trauma & care tools to track survivors' recovery progress | 254 | 174 | 69% |
| 2.5 # consultations conducted with partners to develop referral directories | 27 | 28 | 104% |
| 2.6 # district-level referral directories of service providers developed | 25 | 25 | 100% |
| 2.7 # staff from GOB & NGO trained on comprehensive survivors' services | 240 | 222 | 93% |
| IR3: Prosecution Indicators (increase responsiveness of justice actors) | Target | Results | % |
| 3.1 % criminal justice personnel who demonstrate an increased level of knowledge on rules & laws governing TIP, migration, overseas employment, etc. for TIP survivors | 80% | 86% | +6% |
| 3.2 # host nation criminal justice personnel who received anti-TIP training | 1,661 | 1,434 | 86% |
| 3.3 # TIP victims assisted in filing cases & provided with legal assistance | 479 | 544 | 114% |
| IR4: Partnership Indicators (coordinate actors to combat TIP) | TARGET | RESULTS | % |
| 4.1 # events taken to strengthen TIP-related policies, laws or international agreements | 6 | 0 | 0% |
| 4.2 total \$ value (cash & in-kind) of new private sector & USG resources to contribute to TIP prevention & protection activities | \$1,200,000 | \$1,086,528 | 91% |
| 4.3 # local govt. officials who participated in district-level workshops on TIP | | Dropped | |
| 4.4 # staff of police anti-trafficking monitoring cell who received orientation on case management & dissemination of information | 20 | Pending approval | |
| 4.5 # public & private partners engaged in public mobilization campaigns & participating in employment programs for vulnerable groups & TIP survivors | 89 | 87 | 98% |
| 4.6 # partners received transitional grants at the end of Year 2 | | Dropped | |
| IR5: Child Marriage Indicators (increase responsiveness on CM) | Target | Results | % |
| 5.1 % trained communities (peer leaders/ANIBIRBAN, duty bearer justice actors) with an increased level of knowledge on the provision of the Child Marriage Act | 80% | 86% | +6% |
| 5.2 % community demonstrated increased awareness on child marriage issues | 80% | 83% | +3% |
| 5.3 # duty bearers (marriage registrar...peer leader etc.) receiving capacity building | 6,137 | 4,707 | 77% |
| 5.4 # community members exposed to the provisions of the Child Marriage Act | 6,100,000 | 7,435,154 | 122% |
| 5.5 # child marriage victims & ARP receiving direct services & referrals | 1,040 | 1,272 | 122% |

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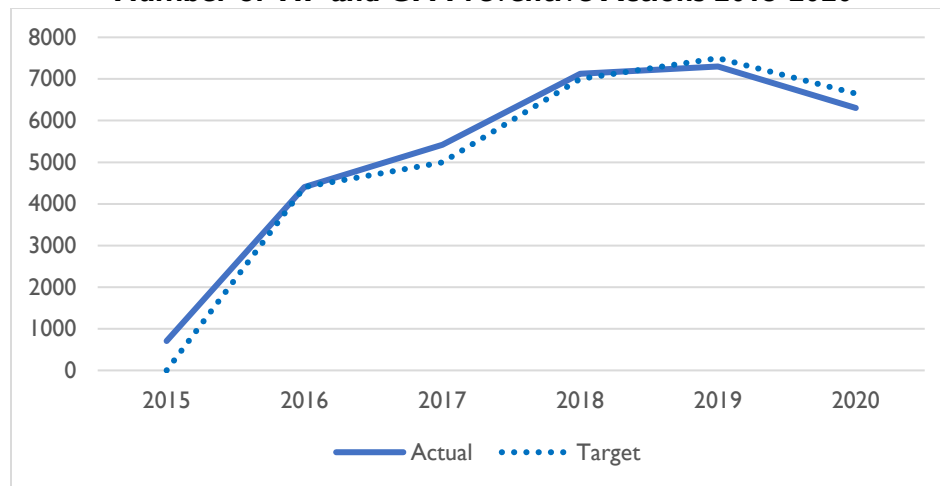
Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, pp. 101-109.

BC/TIP Number of Actions to Prevent TIP and CM, 2015-2020 (September 2020)

| | | | | | | | |
|---------------|---|-------|-------|-------|-------|-------|---------------|
| | | | | | | | |
| Target | 0 | 4,406 | 5,000 | 7,000 | 7,500 | 6,651 | 30,557 |
| | | | | | | | |
| | | | | | | | |

Source: BC/TIP Year 6 Annual Performance Report, October 30, 2020, p. 101; and BC/TIP MEM Plan, February 2019, p. 44. Note: CM actions occurred from 2018.

Number of TIP and CM Preventive Actions 2015-2020



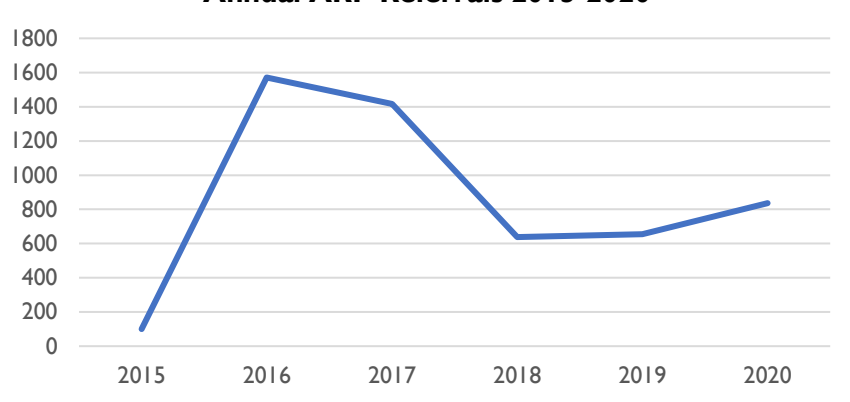
Note: CM actions occurred from 2018.

BC/TIP Source of Referrals of ARP, 2015-2020 (September 2020)

| Category | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|-----------------|-------------|--------------|--------------|-------------|-------------|-------------|--------------|
| Peer Leader | 22% | 64% | 91% | 73% | 64% | 58% | 71% |
| Community/CBO | 21% | 32% | 2% | 1% | 3% | 8% | 12% |
| CTC | 0% | 0% | 2% | 16% | 21% | 6% | 6% |
| Sub-Grantee | 57% | 4% | 5% | 9% | 7% | 5% | 5% |
| Others | 0% | 0% | 0% | 0% | 2% | 16% | 3% |
| Government | 0% | 0% | 0% | 1% | 1% | 0% | 1% |
| ANIRBAN | 0% | 0% | 0% | 0% | 2% | 6% | 2% |
| NGO/INGO | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Police/Court | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total # | 100 | 1,571 | 1,417 | 637 | 655 | 837 | 5,217 |
| Annual % | 2% | 30% | 27% | 12% | 13% | 16% | 100% |

Source: BC/TIP, February 9, 2021, at the ET's request for data. Note: CM actions occurred from 2018.

Annual ARP Referrals 2015-2020



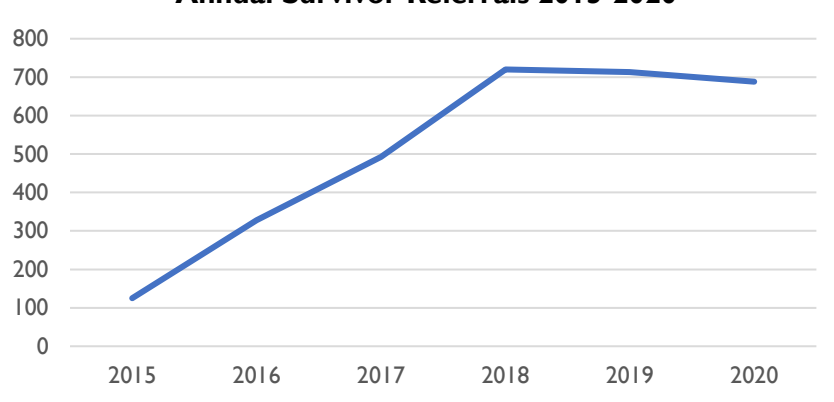
Note: CM actions occurred from 2018.

BC/TIP Source of Survivor Referrals, 2015-2020 (September 2020)

| Category | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| ANIRBAN | 23% | 23% | 43% | 30% | 15% | 34% | 29% |
| Sub-Grantee | 12% | 26% | 13% | 27% | 19% | 15% | 19% |
| NGO/INGO | 18% | 9% | 27% | 21% | 24% | 0% | 17% |
| Community/CBO | 18% | 34% | 5% | 4% | 12% | 17% | 13% |
| CTC | 5% | 4% | 11% | 9% | 14% | 7% | 9% |
| Peer Leader | 0% | 0% | 0% | 5% | 7% | 4% | 4% |
| Others | 2% | 0% | 0% | 2% | 2% | 18% | 4% |
| Police/Court | 10% | 3% | 1% | 1% | 6% | 2% | 3% |
| Government | 2% | 1% | 0% | 1% | 1% | 1% | 1% |
| Own | 10% | 0% | 0% | 0% | 0% | 2% | 1% |
| Total # | 125 | 328 | 493 | 720 | 713 | 688 | 3,067 |
| Annual % | 4% | 11% | 16% | 24% | 23% | 22% | 100% |

Source: BC/TIP, February 9, 2021, at the ET's request for data. Note: CM actions occurred from 2018.

Annual Survivor Referrals 2015-2020



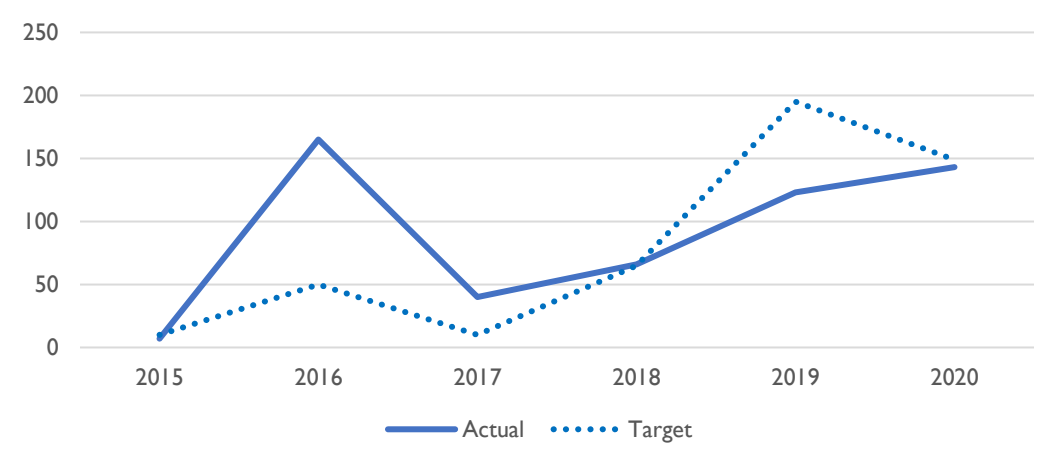
Note: CM actions occurred from 2018.

Number of Survivors Assisted to File TIP Cases, 2015-2020 (September 2020)

| Survivors | Year 1 2015 | Year 2 2016 | Year 3 2017 | Year 4 2018 | Year 5 2019 | Year 6 2020 | Total |
|---------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| # Target | 10 | 50 | 10 | 65 | 195 | 149 | 479 |
| # Actual | 7 | 165 | 40 | 66 | 123 | 143 | 544 |
| Annual % | 1% | 30% | 8% | 12% | 23% | 26% | 100% |
| # Compensated | 0 | 9 | 15 | 27 | 55 | 22 | 128 |

Source: BC/TIP Annual Performance Reports; and BC/TIP MEL Plan, February 2019, p. 75, and BC/TIP-provided information on April 16, 2021.

Annual Number of Survivors Assisted to File TIP Cases 2015-2020



ANNEX 6: INFORMED CONSENT AGREEMENT

[Evaluators should review this form with all informants before the interview and be sure that they understand it clearly before obtaining their signature. If the informant is illiterate or expresses discomfort signing the form but verbally consents to proceeding with the interview, the evaluator may sign the form to indicate that they received verbal consent.]

Purpose

Thank you for making the time to talk with us today. My name is [NAME]. I work for ME&A, as part of the USAID Bangladesh Monitoring, Evaluation, and Learning Activity (BMEL). Our team is in Bangladesh to conduct an assessment about the BC/TIP program of Winrock International, which is ending this year. The BC/TIP program provides assistance and training to local organizations around Bangladesh who work to combat human trafficking, and to promote safe migration. I am an independent consultant who has no connection with Winrock International or any of its partner organizations who may have provided you with assistance. You and/or your organization have been recommended to us as a key person who is able to provide expert insights on the work that they do. We encourage you to be as honest as possible. Your inputs may lead to recommendations that help combat trafficking in Bangladesh and improve services to survivors.

Confidentiality

Before we begin, I want to let you know that any information or examples we gather during this interview will not be attributed to you personally. Your privacy will be protected; we will not include your name or any information that would make it possible to identify you in the report. We also ask that what we discuss today remains here with us.

Voluntary Participation and Right to Ask Questions and Report Concerns

Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. It will in no way affect the support you receive from the activity or its partners. Do you have any questions? \

Consent

To make sure we accurately record your answers, we would like to use a recorder during the discussion. The recording will not be shared with anyone outside of our team members. If you do not want to be recorded you can decline the recorder but still participate in the discussion, without penalty. Do you agree to participate in this interview today? With your consent, may I start the recorder?

[IF THE RESPONDENT SAYS “YES”, BEGIN INTERVIEW. TURN RECORDER ON IF CONSENT TO RECORD IS GRANTED]

| | |
|------------------------------------------------------------------------------------------------------|-----------------------------------------|
| I agree to participate in the interview: <input type="checkbox"/> Yes <input type="checkbox"/> No | I agree to have the interview recorded: |
| Name: | Date: |
| Signature: | |

ANNEX 7: KII & IDI GUIDELINE QUESTIONS

| KII Guide for USAID |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>BC/TIP</p> |
| <p>BC/TIP Design & Main Objective</p> <p>How would you characterize the design of BC/TIP? What was the basis of the design of BC/TIP? What previous lessons learned did the design build upon?</p> <p>The overarching objective of the program is “to reduce the prevalence of human trafficking and child marriage” in Bangladesh. The mid-term evaluation noted that the program hadn’t measured such prevalence through a baseline and associated interventions. How has BC/TIP addressed this issue?</p> <p>IR5: Child Marriage and IR6: Knowledge Management and Learning were added, as well as an added focus on the one million Rohingya refugees. When and why were they added?</p> <p>Given the scope of the program, what is your assessment on the adequacy of resources allotted to the program’s objectives? Right now, an average of \$14,000 is available (before WI and sub-grantee overhead costs are deducted) to support each IR in each district for one year.</p> <p>How did the CTIP design consider the activities of other donors in countering TIP in Bangladesh? For example, ILO commission research of the safe-migration program in Bangladesh and India, and found that pre-decision and pre-departure information campaigns focusing on departing migrant workers are not effective in changing behavior. Has BC/TIP found this to be the case, and how was this addressed?</p> <p>How were the different districts, rural and urban strategies, gender differences, youth strategies, and any other cross-cutting strategies taken into consideration during the design of BC/TIP?</p> <p>In the original BC/TIP design, it was expected that the program would seek to advance IRIS—an ethical recruitment standards and certification system. Do you know what happened to that intended action? What is the current model for advancing ethical recruitment?</p> <p>What is your view of the safe migration messages in BC/TIP? Are they consistent with USAID and the government’s messages?</p> <p>The 2018 Mod. 9 under “Orientations for migrant workers” under IRI, part of BC/TIP’s pre-departure training was to also raise the issue to counter violent extremism (CVE) and to recognize the danger of being recruited by extremist organizations while working overseas. Do you know the extent of the pre-departure training CVE covered this issue, and any activities that served this aim—and their results?</p> <p>Has any intervention strategy changed significantly? Please speak to the program’s adaptive learning capabilities. How were stakeholder feedback and results learnings built into the program? How did the program allow for beneficiary feedback?</p> <p>Can you detail any changes/amendments to indicators, and rationale?</p> |
| <p>Implementation</p> <p>What were the agency’s expectations at the national level in focusing on the root causes of trafficking?</p> <p>How has the GoB responded to BC/TIP? How have other donors responded to BC/TIP?</p> <p>Have you seen particular elements of the government develop a strong commitment (institutional support, financial support) to sustaining elements of the program—like legal aid for trafficking survivors, or dedicated TIP prosecutors at the district-level sessions court?</p> <p>Describe any results that are exceeding/falling short of your expectations—in terms of unintended consequences (positive/negative), challenges, that the evaluation team can explore further.</p> <p>Describe any issues on the Implementing Partner and/or Sub-Grantees that the evaluation team needs to be aware of.</p> |

KII Guide for USAID

Sustainability

The initial (2014) BC/TIP design contained a “Phase-Out” provision by which expatriate staff (mainly COP) would leave after 24 months and local DCOP would take over for the remainder of the activity. Also at same time, at least three grantees would receive capacity-building training and rise to a level where they would qualify for direct USAID transitional grants. What factors (internal or external) made this challenging to achieve over the years of implementation? What alternative ideas or plans were tried to make this work?

Do you have thoughts about whether a Phase-Out plan should be tried again in future programming with different strategies to ensure that capacity building is more successful?

KII Guide for WINROCK

BC/TIP

BC/TIP Design & Main Objective

How would you characterize the design of BC/TIP? Does its logic hold together tightly? What was the basis of the design of BC/TIP? What previous lessons learned did the design build upon? Did WI have a substantial role in the design construction?

The overarching objective of the program is “to reduce the prevalence of human trafficking and child marriage” in Bangladesh. The mid-term evaluation noted that the program hadn’t measured such prevalence through a baseline and associated interventions. How has BC/TIP addressed this issue?

Two Intermediate Results were added (IR5: Child Marriage and IR6: Knowledge Management and Learning) as well as an added focus on the one million Rohingya refugees in 2018. From WI’s perspective, did these “fit in” well? What was WI’s reaction?

The 2018 Mod. 9 under “Orientations for migrant workers” under IR1, part of BC/TIP’s pre-departure training was to also raise the issue of counter violent extremism (CVE) and for migrants to recognize the danger of being recruited by extremist organizations while working overseas. Do you know the extent of the pre-departure training CVE covered, and any activities that served this aim—and their results?

What is your view of the safe migration messages in BC/TIP? Did you work with the government to impart the same and consistent messaging? Are you aware of any inconsistent messaging?

Given the scope of the program, what is your assessment on the adequacy of resources allotted to the program’s objectives? Right now, an average of \$14,000 is available (before WI and sub-grantee overhead costs are deducted) to support each IR in each district for one year.

How were the different districts, rural and urban strategies, gender differences, youth strategies, and any other cross-cutting strategies taken into consideration during the design of BC/TIP?

Throughout the implementation of BC/TIP, have there been times when WI has been given sudden new scope additions that WI had trouble adjusting to?

Is collaboration with USAID (primarily with AOR) cordial and productive? Is it easy to communicate WI’s views and desires for future efforts and to have frank discussions over plans with USAID?

In the original program design, it was expected that the program would seek to advance IRIS—an ethical recruitment standards and certification system. Do you know what happened to that intended action? What is the current model for advancing ethical recruitment?

Has any intervention strategy changed significantly? Please speak to the program’s adaptive learning capabilities. How were stakeholder feedback and results learnings built into the program? How did the program allow for beneficiary feedback? Detail any changes to indicators, and rationale, to date?

KII Guide for WINROCK

Implementation

What were the agency's expectations at the national level in focusing on the root causes of trafficking?

How has the GoB responded to BC/TIP? How have other donors responded to BC/TIP? What were the agency's expectations at the local level in focusing on the root causes of trafficking?

Have you seen particular elements of the government develop a strong commitment (institutional support, financial support) to sustaining elements of the program—like legal aid for trafficking survivors, or dedicated TIP prosecutors at the district-level sessions court?

Describe any results to date that are exceeding/falling short of your expectations—in terms of unintended consequences (positive/negative), challenges, that the evaluation team can explore further.

Describe any issues on the Implementing Partner and/or Sub-Grantees that the evaluation team needs to be aware of.

COVID-19

How has COVID-19 affected the implementation of BC/TIP (positive and/or negative)?

For all interventions, which ones have been more negatively affected?

Which interventions were amended so that they could continue during the pandemic? How did the changes work – were they largely effective or were they mainly a 'stabilizer' so that efforts didn't deteriorate?

Did BC/TIP have a risk management plan in place? In essence, was BC/TIP resilient to this risk?

Sustainability

The initial (2014) BC/TIP design contained a "Phase-Out" provision by which expatriate staff (mainly COP) would leave after 24 months and local DCOP would take over for the remainder of the activity.

Also at same time, at least three grantees would receive capacity-building training and rise to a level where they would qualify for direct USAID transitional grants. What factors (internal or external) made this challenging to achieve over the years of implementation? What alternative ideas or plans were tried to make this work? Do you have thoughts about whether a Phase-Out plan should be tried again in future programming with different strategies to ensure that capacity building is more successful?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you want to add?

KII Guide for SUB GRANTEE

General Questions

What is your organization's role in implementing BC/TIP activities?

What is the management and decision-making structure of your organization? Describe the communications between the community/government/sub-grantee and the BC/TIP management level?

What factors make the management structure a success? Are there any issues in the working relationship that is hindering progress? Explain.

What is your understanding of BC/TIP's overall objective and how your organization fits into that?

What are the other parts of BC/TIP that you do not implement?

KII Guide for SUB GRANTEE

How does BC/TIP share lessons learned (challenges and success stories)?

BC/TIP

Implementation

(EQ1) What are the major achievements that your organization made or contributed to achieving specific BC/TIP objectives (refer to the appropriate IR sector below)?

(IR1) Prevention – In your work to prevent human trafficking, unsafe labor migration and/or child marriage, what have been your achievements? Which activities have shown greatest results? Which have been most difficult to produce positive results?

– If working to prevent unsafe labor migration, what have been the results of working with prospective migrants (pre-decision and pre-departure) and with recruitment agencies? What is your view of the safe migration messages? Did you work with the government to impart the same and consistent messaging? Are you aware of any inconsistent messaging?

(IR2) Protection – What have been your achievements in improving the quality of services accessible to trafficking survivors? In identity victims? And in promoting trauma-informed responses to survivors by all relevant stakeholders?

(IR3) Prosecution – What have been your achievements in strengthening the government’s ability to investigate and prosecute sex trafficking and/or labor trafficking crimes? The mid-term evaluation in 2017 noted that some of those in the government (police, prosecutors) trained by BC/TIP on investigation and prosecution skills were not the right justice actors as they did not have responsibilities over human trafficking crimes; and even those that did have such responsibilities were not facing any trafficking investigations or cases to work on. How was this problem addressed? Has the government attitude improved on prosecuting traffickers?

(IR5) Child Marriage – How have you been able to mobilize community and justice actors through your activities against early child marriage? Have attitudes on child marriage among community leaders changed in a positive way? Can the commitment to prevent CM be sustained after the project’s end?

(EQ1) What interventions are you currently seeing above expected results to date?

(EQ3) TIP awareness campaigns – How affective has BC/TIP been in its TIP awareness campaigns? Which methods are most effective and why?

Have the TIP awareness messages been effective? Is BC/TIP messaging, such as safe migration, consistent with the government’s messaging?

(EQ1, 6) Which activities (if any) have you identified as not successful? How were these dealt with?

How has your work changed over the years of BC/TIP implementation and since ACT (if applicable)?

(EQ1, 2) Looking back over the last six years of program implementation, which particular events or elements stand out as creating success or presenting an obstacle to success in your work?

(EQ8) Are you aware of any changes to BC/TIP after the Mid-Term Evaluation in 2017? (if no, SKIP) What changes were made after that evaluation? Has your organization been part of the decision-making process on any changes to BC/TIP?

(EQ3) What models of addressing TIP (in relevant sector – Prevention, Protection, Prosecution, Fighting Child Marriage) are working?

FOR SUB-GRANTEES THAT CONDUCTED PRE-DEPARTURE TRAINING TO MIGRANT WORKERS: Part of BC/TIP’s pre-departure training was to also raise the issue to counter violent extremism (CVE) and to recognize the danger of being recruited by extremist organizations while working overseas. Do you know the extent of the pre-departure training CVE covered this issue, and any activities that served this aim—and their results?

KII Guide for SUB GRANTEE

(EQ2) What challenges have you encountered in your work? Which still exist? Are there pockets of resistance or low uptake/acceptance of CTIP strategies in Bangladesh? To what extent have prevention interventions succeeded in creating demand for safer migration? What does strengthening government capacity to prevent TIP, unsafe migration and child marriage mean? Is it strengthened?)

(EQ5) To what extent does your activities in the program involve collaboration with elements of the government (on any level, in any sector)? Please describe the government's role. What are its strengths? Its weaknesses? Have these roles changed or grown over the course of the program (2014-2021)?

Part of this program seeks to strengthen communities' ability to prevent TIP and to deal with TIP when it occurs. How has this strengthening been seen at the community/village level?

If it has not been seen, why not? (PROBE – What are the reasons that the village remains weak in responding to TIP?)

(EQ9) How are survivors being integrated into their families/societies? Is that a successful approach? If a significant number of survivors are re-trafficked or re-migrate, what are the factors behind this?

Have there been any unintended consequences of BC/TIP's strategies to date? (EXPLAIN If necessary—results that were not intended. Example: In response to awareness efforts, have community members developed an attitude that victims are to blame for their fate?)

What is your perception of how Winrock International's staff has been managing the program? What are their staff's strengths, weaknesses in managing this program? Please provide examples.

Which ones have the greatest focus in terms of staffing, time, and budget? What's your view of the spread of interventions—appropriate, too many, etc.? For the time, effort, and money, where are the biggest gains/results? What interventions/strategies are most effective and efficient?

(EQ7) How can the activities that you are implementing under the program be sustained if external funding ended? Please explain. What are the factors that determine the activities sustainability? What other parts of BC/TIP are sustainable? How do you know this? What does strengthening community capacity to prevent TIP, unsafe migration, and child marriage mean? Is it strengthened?

COVID-19

How has COVID-19 affected the implementation of BC/TIP (positive and/or negative)?

For all interventions, which ones have been more negatively affected?

Which interventions were amended so that they could continue during the pandemic? How did the changes work – were they largely effective or were they mainly a 'stabilizer' so that efforts didn't deteriorate?

Did BC/TIP have a risk management plan in place? In essence, was BC/TIP resilient to this risk?

Collaboration with partners & government

(EQ4) Which partners/sub-grantees are you working with, in which way? What is the core area of collaboration? Are there strong and concrete linkages in BC/TIP at the top-down and bottom-up levels?

Recommendations: Continuous improvement /Future TIP programming

What recommendations do you have to improve BC/TIP's performance in enhancing national and local strategies to prevent TIP and child marriage, and encourage safe migration?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you'd like to add?

KII Guide for National Level

BC/TIP

(EQ1, 2) Has WI been successful in forging partnerships with key government ministries and agencies and motivating them to a greater response in the various “Ps”—particularly prosecution? What have been the greatest challenges to building government capacity to fight TIP, in your view?

(EQ3) Child Marriage and Knowledge Management and Learning, as well as a focus on Rohingya refugees, were added to BC/TIP after 2017. How did this impact (if at all) your work? How did it seem to change to program? Why are these issues important to USAID in terms of human trafficking?

(EQ2, 3) How do you see the program design incorporating lessons learned from previous projects or evaluations? How were the different districts, rural and urban strategies, gender differences, youth strategies, and any other cross-cutting strategies taken into consideration during the design of BC/TIP? Are these the most effective strategies to reduce human trafficking?

What were the strategies for protecting internal migrants from human trafficking? What models were envisioned? What models are working? What challenges still exist? What is your view of the safe awareness campaign messages in BC/TIP? Are they consistent with government messaging? Are you aware of any inconsistent messaging?

To date, has any intervention strategy changed significantly? Detail any changes/amendments to indicators, and rationale, to date?

Implementation and Collaboration

(EQ3) Which program activities do you view as particularly effective or not successful? **TIP awareness campaigns** – How affective has BC/TIP been in its TIP awareness campaigns? Which methods are most effective and why? Have the TIP awareness messages been effective? Is BC/TIP messaging, such as safe migration, consistent with the government’s messaging?

(EQ3, 6) What is your view on BC/TIP’s collaboration with other stakeholders (including donors, INGOs, local NGOs) who are working towards the same objectives on TIP? Is this collaboration adequate? Where can collaboration be improved?

(EQ1) Which partners/sub-grantees are you working with, in which way? What is the core area of collaboration? Are there strong and concrete linkages at the top-down and bottom-up levels?

Recommendations: Continuous improvement/Future programming

What recommendations do you have to improve BC/TIP’s performance in enhancing national and local strategies to prevent TIP and child marriage and encourage safe migration?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you’d like to add?

KII Guide for District Level

BC/TIP

What sectoral area of counter-trafficking do you work in—Prevention, Protection, Prosecution, Partnership, Child Marriage, or Knowledge Development?

(EQ1) Within that sector of your work, how do you view the accomplishments of the BC/TIP Project? Are there particularly successes or failures that you remember as representative of the program’s accomplishments? How is success in doing this being measured?

KII Guide for District Level

Is the CTC in your district providing useful services? Is it functional? If funding were to end, would the CTC continue its work? Does your interaction with BC/TIP make you feel more empowered to make informed decisions in the areas in which you work?

Do you find the design of BC/TIP as relevant to the reality on the ground and the best strategies with which to deal with the various anti-trafficking and child marriage problems in your district?

(EQ3) Child Marriage and Knowledge Management and Learning, as well as a focus on Rohingya refugees, were added to BC.TIP after 2017. How did this impact your work? Why are they important to USAID in terms of human trafficking? What previous lessons learned did the design build on?

How were the different districts, rural and urban strategies, gender differences, youth strategies, and any other cross-cutting strategies taken into consideration during the design of BC/TIP? Are these the most effective strategies to reduce the prevalence of human trafficking in Bangladesh?

What were the strategies for internal migrants who are vulnerable to labor trafficking? What models are working? What challenges still exist? What is your view of the safe awareness campaign messages in BC/TIP? Are they consistent with government messaging? Are you aware of any inconsistent messaging?

Has any intervention strategy changed significantly? Detail any changes/amendments to indicators, and rationale, to date?

TIP awareness campaigns – How affective has BC/TIP been in its TIP awareness campaigns? Which methods are most effective and why? Have the TIP awareness messages been effective? Is BC/TIP messaging, such as safe migration, consistent with the government’s messaging?

Collaboration

(EQ1, IR4) Which BC/TIP partners/sub-grantees are you working with, in which way? What is the core area of collaboration? Are there strong and concrete linkages at the top-down and bottom-up levels? How does the program seek out external partners for collaboration and shared learning? From your view, is this robust, sufficient? Or inadequate? Please provide details.

Recommendations: Continuous improvement/Future programming

What recommendations do you have to improve BC/TIP’s performance in enhancing national and local strategies to prevent TIP and child marriage and encourage safe migration?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you’d like to add?

KII Guide for Beneficiaries

BC/TIP

Implementation

What is your involvement in BC/TIP? Do you know how you were selected? How is it supporting you?

What is working and what is not? How big of a result do you expect these interventions to have in the next five years? Why? Does BC/TIP offer anything new or innovative to prevent TIP?

For Survivors Only: Do you think that service providers working for BC/TIP made a sufficient effort to understand your needs including any trauma suffered during your time?

For Peers/Community Leaders: What are the biggest obstacles to your efforts in identifying trafficking victims and assisting them with justice remedies or reintegration services?

KII Guide for Beneficiaries

Do you think there are different drivers for men and women, and for young and old, and for urban and rural people? Is BC/TIP addressing the factors that lead to unsafe migration in an effective way—expand on your response?

How confident are you that BC/TIP can address drivers of early child marriage?

Is BC/TIP integrating survivors with their families or into society? How?

How does the government—local and national—assist you?

What does “success” mean for you? When will you regard yourself to have succeeded in your involvement with BC/TIP interventions?

How are you going to progress in the future without BC/TIP, and are you confident in your hopes and desires? Do you know where and how to get support in the future if BC/TIP is not here?

How do you network for support?

COVID-19

How has COVID-19 affected the trafficking/early child marriage/migration for you? For all interventions, which ones have been more negatively affected?

How has BC/TIP’s support to you during COVID-19 restrictions (positive and/or negative)?

Recommendations: Continuous improvement/Future programming

Of all the things we’ve discussed today, what would you say are the most important issues, in terms of preventing trafficking-in-persons in Bangladesh? What recommendations do you have to improve BC/TIP’s performance in enhancing national and local strategies to prevent TIP and child marriage and encourage safe migration?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you’d like to add?

KII Guide for INGOs & Bilateral Agencies

BC/TIP

BC/TIP Design & Main Objective

What is your view of BC/TIP in terms of the interventions it focuses on to reach its main goal *to reduce the prevalence of human trafficking and child marriage in Bangladesh—and to do so through a broadly-scoped array of activities in Prevention, Protection, Prosecution, and Partnership in 20 districts?*

How is CTIP relevant, timely, current, responsive, etc.?

Collaboration

How do you work with the BC/TIP team? Are there any issues in the working relationship that is hindering progress? What factors are encouraging progress of strategies? How are you differentiating your strategies at the local level against the national level?

Implementation

What are the main issues for your agency in relation to BC/TIP? In which areas do you have overlapping interventions?

How is BC/TIP supporting your agency or how is your agency supporting BC/TIP?

| KII Guide for INGOs & Bilateral Agencies |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Does BC/TIP offer anything new or innovative to prevent TIP? Do you see BC/TIP learning and adapting strategies based on evidence gathered and lessons learned from other projects?</p> <p>What is working and what is not? Are there pockets of resistance or low uptake/acceptance of BC/TIP strategies? How big of a result do you expect these interventions to have in the next five years? Why? For the time, effort, and money, where are the biggest gains/results? What interventions/strategies are most effective and efficient?</p> <p>Which ones will your agency wholly or partially adopt/adapt into your future CTIP programs?</p> |
| <p>COVID-19</p> <p>How has COVID-19 affected trafficking/early child marriage/migration?</p> <p>Has BC/TIP responded affectively during this crisis? Do you know whether BC/TIP's responses to CIVID-19 largely effective or were they mainly a 'stabilizer' so that efforts didn't deteriorate?</p> |
| <p>Recommendations: Continuous improvement/Future programming</p> <p>What recommendations do you have to improve BC/TIP's performance in enhancing national and local strategies to prevent TIP and child marriage and encourage safe migration?</p> <p>How can the interventions be sustained if external funding ended? Please explain.</p> <p>What other parts of BC/TIP are sustainable? How do you know this?</p> <p>What interventions were not done in BC/TIP that should be done in future?</p> <p>How can future USAID programs be more effective in countering TIP?</p> <p>Is there anything you'd like to add?</p> |

| KII Guide for the Private Sector |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BC/TIP |
| <p>BC/TIP Design & Main Objective</p> <p>What is your view of BC/TIP in terms of the interventions it focuses on to reach its main goal?</p> <p style="padding-left: 40px;"><i>"To reduce the prevalence of human trafficking and child marriage in Bangladesh?"</i></p> <p>How is CTIP relevant, timely, current, responsive, etc.?</p> |
| <p>Collaboration</p> <p>How do you work with the BC/TIP team? Does your organization address any aspects of BC/TIP? Which ones? Are there any issues in the working relationship that is hindering progress? What factors are encouraging progress of strategies?</p> <p>Where is the greatest acceptance of strategies? Are there strong and concrete linkages at the top-down and bottom-up levels?</p> <p>How does your organization address issues at the village level?</p> <p>What are the benefits for your organization to work/invest in preventing human trafficking and child marriage, or ensuring safe migration?</p> <p>For the time, effort, and money, where are the biggest gains/results? What interventions/strategies are most effective and efficient?</p> |
| <p>Implementation</p> <p>What are the main issues for your organization in relation to BC/TIP?</p> |

KII Guide for the Private Sector

Are there pockets of resistance or low uptake/acceptance of BC/TIP strategies in Bangladesh? How big of a result do you expect these interventions to have in the next five years? Why?

How do you ensure the sustainability of these interventions?

Recommendations: Continuous improvement

What recommendations do you have to improve BC/TIP's performance in enhancing national and local strategies to prevent TIP and child marriage and encourage safe migration?

How can the interventions be sustained if external funding ended? Please explain.

What other parts of BC/TIP are sustainable? How do you know this?

What interventions were not done in BC/TIP that should be done in future?

How can future USAID programs be more effective in countering TIP?

Is there anything you'd like to add?

ANNEX 8: FOCUS GROUP DISCUSSION GUIDE

| | |
|-------------------------------------------------|--|
| Identifier Code: | |
| Moderator Name: | |
| Note Taker: | |
| Sex of Respondents: (SEE BELOW) | |
| Age of Respondent (if appropriate): (SEE BELOW) | |
| BC/TIP Sub-Grantee Provider (if appropriate): | |
| Name (if appropriate): | |
| Position (if appropriate): | |
| District: | |
| Upazila: | |
| Union: | |

| Respondent #: | 1 | 2 | 3 | 4 | 5 |
|--------------------|---|---|---|---|---|
| Sex of respondent: | | | | | |
| 18 or above? (Y/N) | | | | | |

Illustrative FGD/SGD Guide Questions [Note: Tailor the questions to the topic]

General Questions

1. What is your overall impression of the BC/TIP activity in terms of its objectives to focus on awareness-raising for migrants on their labor rights for safe migration, reducing child marriage, integrating survivors of HT with their families and society, and reducing human trafficking in Bangladesh?

Content Questions

2. Briefly state your involvement in this BC/TIP intervention?
3. What was the situation before BC/TIP and why do you think the program you were involved in [grants; training journalists; etc.] was selected?
4. Is the approach to this program that you were involved in the most effective way to achieve BC/TIP's main objective to reduce HT and CM? How did the approach change since ACT (if you were involved in ACT)?
5. To what extent have BC/TIP's interventions succeeded or not? How would you define success? (What does success mean to you?) What's your evidence for your opinions?
6. Do you think there are different drivers for men and women, and for young and old, and for urban and rural people? Is BC/TIP addressing these factors in an effective way? Expand on your response. Are there any gaps (people, approaches, organizations, drivers, etc.)?
7. Which strategies in this activity/intervention are working and which are not, and why, i.e., which ones have met your expectations? How have they differed from your expectations (exceeded expectations or have not met expectations)?
8. How does the government—local & national—assist or lead with strategies towards this intervention?
9. How has COVID-19 impacted your activities? Where new policies on program implementation during COVID-19 developed with your input?

Concluding Question

Of all the things we've discussed today, what would you say is the most important issue, in terms of addressing trafficking-in-persons and violations, in this country?

Closing the FGD

Thank you for participating. This has been a very rewarding discussion and your opinions will be a valuable asset to our assessment of the BC/TIP program. We hope you have found the discussion interesting too.

Thank you.

ANNEX 9: DIRECT OBSERVATION GUIDE

Check off all that are present at the facility.

Direct observation visits must be pre-arranged with Winrock and/or Sub-Grantees. Ideally these visits will take place as part of the KII with the Sub-Grantee. Evaluators must be careful and respectful of facility staff and trainees who may be working and using the facility during the DO.

Place of Observation:

Place District/Upazila/Union:

Postings

- Brief description of place
- Purpose of organization, services provided
- Beneficiaries that are supported by this location/place

General Space

- How many people (approximately) are using this place? (i.e., Is it busy, active, in use, well-supported by the community?)
- Is the place appropriate for the beneficiaries/people being supported?

ANNEX 10: PEOPLE INTERVIEWED AND SITES VISITED

| Stakeholder | | Office/Position | Organization |
|------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| REMOTE VIDEOCONFERENCING (JANUARY 25 – FEBRUARY 18) | | | |
| USAID | M | Contract Officer’s Representative for BC/TIP Evaluation; Project Management Specialist, Program Office | USAID/Bangladesh |
| USAID | F | Agreement Officer’s Representative for the BC/TIP Evaluation; Team Lead – Human Rights & Rule of Law, DG Office | USAID/Bangladesh |
| USG | F | Trafficking-In-Persons Officer | U.S. Embassy/Bangladesh |
| USG | M | ICITAP Officer Acting OPDAT Officer | U.S. Department of Justice, International Criminal Investigative Training Assistance Program (ICITAP), Overseas Prosecutorial Development Assistance and Training (OPDAT) Bangladesh |
| BC/TIP | F | Chief of Party | Winrock International |
| BC/TIP | M | Program Team Lead | Winrock International |
| BC/TIP | M | Program Manager - Prevention | Winrock International |
| BC/TIP | M | Deputy Program Manager - Protection | Winrock International |
| BC/TIP | M | Program Manager - Prosecution | Winrock International |
| BC/TIP | F | Monitoring, Education, Research & Learning (MER&L) Manager | Winrock International |
| BC/TIP | 4M 1F | FOCUS GROUP DISCUSSION 1: BC/TIP PROGRAM MANAGERS: KNOWLEDGE MANAGEMENT & M&E | Winrock International: Program Team Lead, PM-Prevention, DPM-Protection, PM-Prosecution, MER&L Manager |
| BC/TIP & Donor | F | Current Team Leader, Ashshah Project Former BC/TIP Officer, Winrock International Former Manager, Survivor Services ACT, Winrock International | Swiss Agency for Development & Cooperation (SDC)/Bangladesh |
| UN Agency | F | Project Officer | ILO/Bangladesh |
| UN Agency | M | National Project Coordinator, Global Action Against TIP & Smuggling of Migrants in Bangladesh (GLO.ACT-Bangladesh) | United Nations Office on Drugs & Crime (UNODC) Regional Office for South Asia |
| Inter-Govt. Organization | M | National Program Officer, Labor Migration | IOM/Bangladesh |
| Inter-Govt. Organization | F | National Program Officer, Transnational Labor Migration | IOM/Bangladesh |
| Donor | M | National Program Officer, Bangladesh | Swiss Agency for Development and Cooperation (SDC) |
| Donor | M | Senior Development Specialist, Bangladesh | Korea International Cooperation Agency (KOICA) |
| Global Fund | M | Country Manager, Bangladesh | Global Fund to End Modern Slavery (GFEMS) |
| INGO | M | Bangladesh Country Advisor | Relief International |
| NGO | M | Chair | Capacity Building Service Group (CBSG) |
| NGO | M | Country Director | Justice and Care |
| Key Informant | F | Team Leader, BC/TIP Midterm Evaluation | Independent |

| Stakeholder | | Office/Position | Organization |
|------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Private | 2M | SMALL GROUP DISCUSSION 1: PRIVATE SECTOR: SUSTAINABLE LIVELIHOOD OPTIONS FOR SURVIVORS | Meghna Digital Diagnostics Center - Rangpur, Bangladesh Apparel Exchange - Dhaka |
| Sub-Grantees | 5M 1F | FOCUS GROUP DISCUSSION 2: PREVENTION AND CHILD MARRIAGE | Sub-Grantees: Agrogoti Songstha, Aid Cumilla, BITA, PMUS, RDRS |
| Sub-Grantees | 4M 2F | FOCUS GROUP DISCUSSION 3: PROTECTION AND PROSECUTION | Sub-Grantees: BSEHR, DAM, NONGOR, Rights Jashore, Sachetan, YPSA |
| DHAKA (JANUARY 23-28) | | | |
| Sub-Grantee | M | Project Manager | Ovibashi Karmi Unnayan Program (OKUP), Dhaka (IR2, IR3) |
| Sub-Grantee | | DIRECT OBSERVATION 1: MALE & FEMALE SHELTER | OKUP, Donia, Jatrabari, Dhaka (IR2) |
| Sub-Grantee | 3M 2F | FOCUS GROUP DISCUSSION 4: PROSECUTION SUB-GRANTEE: BSEHR | Bangladesh Society for the Enforcement of Human Rights (BSEHR) (IR3) Executive Director, Project Coordinator, Assistant Project Coordinator, Unit Coordinator, Dhaka Project Officer |
| Sub-Grantee | M | Project Coordinator | INCIDIN Bangladesh (IR4) |
| National | M | Special Public Prosecutor | Bangladesh Supreme Court |
| District | F | District I Lawyer | District Legal Aid Committee (DLAC), National Legal Aid Services Organization (NLASO) |
| District | M | District Legal Aid Office Lawyer | District Legal Aid Committee (DLAC), National Legal Aid Services Organization (NLASO) |
| National | M | General Secretary | Bangladesh Association of International Recruiting Agencies (BAIRA) |
| National | M | Managing Partner | Business Alliance (Recruiting Agency) |
| National | F | Assistant Director | Forensic Training Institute, Criminal Investigation Department |
| National | M | Coordinator | Montage Polytechnic Institute |
| Technical Training Center | | DIRECT OBSERVATION 2: MONTAGE POLYTECHNIC INSTITUTE | Montage Polytechnic Institute, Dhaka |
| National | F | Program Assistant | E-Learning, a2i (Access to Information) |
| National Agency | | DIRECT OBSERVATION 3: ONLINE COURSE (E-LEARNING, a2i) Subject: Safe Migration & Preventing Trafficking-In-Persons | Muktopaath, Dhaka |
| National | M | Current Joint District Additional Judge Former Assistant Director, JATI | Judiciary Administration Training Institute (JATI) |
| National | M | Joint Secretary, Social Welfare Department | Ministry of Social Welfare (MoSW) |
| National | M | Senior Statistics Officer | Bureau of Manpower, Employment & Training (BMET) |
| National | F | Senior Solicitor (Joint Secretary, Law & Justice Division) | Ministry of Law, Justice & Parliamentary Affairs (MoLJPA) |

| Stakeholder | | Office/Position | Organization |
|----------------------------------------------|----------|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| National | M | Joint Secretary | Ministry of Women & Children Affairs (MoWCA) |
| Sub-Grantee | F | Executive Director | Aid Cumilla (IR5) |
| CHAPAINAWABGONJ (JANUARY 29-31) | | | |
| Sub-Grantee | M | Project Manager | Proyas Manobik Unnayan Society (PMUS) (IR1 IR4, IR5) |
| CTC | 5M | FOCUS GROUP DISCUSSION 5: COUNTER TRAFFICKING COMMITTEE | Proyas Manobik Unnayan Society (PMUS) (IR1 IR4, IR5) |
| CTC | 3M | SMALL GROUP DISCUSSION 2: COUNTER TRAFFICKING COMMITTEE | Proshika |
| Key Informant | M | Peer Leader, Shopnojatra | Proyas Manobik Unnayan Society (PMUS) (IR1) |
| CTC | M | Youth Development Officer | Upazila (Sub-District) Shibganj |
| District | M | Social Welfare Officer | Upazila (Sub-District) Shibganj |
| Media | 3M 2F | FOCUS GROUP DISCUSSION 6: RADIO LISTENING GROUP | Proyas Manobik Unnayan Society (PMUS) (IR) 5 Community members |
| District | M | Assistant Director | District Employment and Manpower Office (DEMO) |
| District | F | Women's Affairs Officer | Upazila (Sub-District) Godagari |
| District | M | Marriage Registrar | Upazila (Sub-District) Godagari |
| District | M | Upazila Nirbahi Officer (UNO) - Chief Executive) | Upazila (Sub-District) Parishad |
| District | M | Principal | Technical Training Center (TTC), Chapainawabonj |
| COX'S BAZAR (JANUARY 29 – FEBRUARY 3) | | | |
| BC/TIP | 1M 1F | SMALL GROUP DISCUSSION 3: BC/TIP PROGRAM OFFICERS | Winrock International |
| BC/TIP | F | Program Coordinator, YPSA & Counselor | Winrock International |
| Sub-Grantee | M | Project Coordinator | NONGOR (IR3) |
| Sub-Grantee | 2F | SMALL GROUP DISCUSSION 4: SUB-GRANTEE: YPSA | Young Power in Social Action (YPSA) (IR1 IR2, IR5) Deputy Director; Program Coordinator |
| Sub-Grantee | M | Field Coordinator | Bangladesh Institute of Theater Arts (BITA) (IR1, IR5) |
| Sub-Grantee | 2M | SMALL GROUP DISCUSSION 5: SUB-GRANTEE: YPSA | Bangladesh Institute of Theater Arts (BITA) (IR1, IR5) Project Coordinators, Cox's Bazar & Chittagong |
| Peer Leaders | 3M 3F | FOCUS GROUP DISCUSSION 7: PREVENTION PEER LEADERS | Bangladesh Institute of Theater Arts (BITA) (IR1) 6 youth & ANIRBAN |
| Survivors | 5M 3F | FOCUS GROUP DISCUSSION 8: SURVIVORS | Young Power in Social Action (YPSA) (IR2) 8 Survivors (all over 18 years) |
| Peer Leaders | 4M 2F | FOCUS GROUP DISCUSSION 9: PREVENTION PEER LEADERS | Young Power in Social Action (YPSA) (IR1) |
| Survivors | 4M 3F | FOCUS GROUP DISCUSSION 10: SURVIVORS | Young Power in Social Action (YPSA) (IR2) 7 Survivors (one under 18 years) |
| Sub-Grantee | | DIRECT OBERVATION 4: | YPSA, Shanto Niloy (IR1) |

| Stakeholder | | Office/Position | Organization |
|----------------------------------|----------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MALE & FEMALE SHELTER | | | |
| District | F | District Panel Lawyer | NONGOR (IR3) |
| District | M | Public Prosecutor | NONGOR (IR3) |
| CTC | 3M 1F | SMALL GROUP DISCUSSION 6: COUNTER TRAFFICKING COMMITTEE | Kurashkul |
| Police | M | Community Police Officer | Ratnapalong |
| CTC | M | Union Parishad Chairp, Kauarkhop | Upazila (Sub-District) Sadar |
| District | F | Upazila Agriculture Officer | Upazila (Sub-District) Sadar |
| District | M | Marriage Registrar | Upazila (Sub-District) Sadar |
| District | M | Marriage Registrar (Hindu) | Upazila (Sub-District) Ramu |
| Media | M | Journalist | Cox's Bazar News |
| Media | M | Freelance Journalist | |
| Media | M | Manager, Community Radio | Radio Sagorgiri |
| Private | M | Manager | Surier Hasi Clinic |
| Private | M | Executive Director | PHALs |
| Beneficiary | F | 16-year-old | through YPSA, Kurushkul |
| RAJSHAHI (FEBRUARY 1-3) | | | |
| Sub-Grantee | 3M 2F | FOCUS GROUP DISCUSSION 11: PROTECTION SUB-GRANTEE | SACHETAN (IR2) Executive Director, Project Coordinator, 3 Project Officers |
| District | F | District Legal Aid Officer | District Legal Aid Committee (DLAC), National Legal Aid Services Organization (NLASO) |
| District | F | Assistant Public Prosecutor | Judge Court, Rajshai |
| District | M | Assistant Director | District Employment and Manpower Office (DEMO) |
| District | M | Upazila Nirbahi Officer (UNO) - Chief Executive) | Upazila (Sub-District) Bagha |
| District | M | Marriage Registrar | Upazila (Sub-District) Bagha |
| District | M | Women's Affairs Officer | Upazila (Sub-District) Bagha |
| Media | M | Chief Coordinator | Radio Boral |
| District | M | Youth Development Officer, Trainer | Upazila (Sub-District) Boalia |
| Families of Survivors | 5F | FOCUS GROUP DISCUSSION 12: FAMILIES OF SURVIVORS | SACHETAN (IR2) 5 family (all over 18 years) |
| Peer Leaders | 1M 5F | FOCUS GROUP DISCUSSION 13: PREVENTION PEER LEADERS & ANIRBAN | SACHETAN (IR1) 6 youth & ANIRBAN |
| Sub-Grantee | 1F 3M | SMALL GROUP DISCUSSION 7: SUB-GRANTEE: SACHETAN | SACHETAN (IR2) Advocate – BLAST Coordinator, Shapla Gram Unnoyon Shangstha Manager, Shurier Hashi Network General Manager, Medipath Diagnostic Complex |
| District | M | Local Correspondent | GTV |
| TTC | M | Principal | Mohila Technical Training Center (MTTC) Upazila Sopura |
| District | M | Judge, Anti-Human Trafficking Offence Tribunal | Chief Metropolitan Magistrates Court (CMMC) |
| Sub-Grantee | | DIRECT OBERVATION 5: MALE & FEMALE SHELTER | SACHETAN (IR2), Rajshahi City |
| SATKHIRA (FEBRUARY 7-9) | | | |
| Sub-Grantee | 2M | SMALL GROUP DISCUSSION 8: | Agrogoti Songstha (IR1) |

| Stakeholder | | Office/Position | Organization |
|--------------------------------|----------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | SUB-GRANTEE: AGROGOTI SONGSTHA | Ex-Project Coordinator; Current Coordinator & Executive Director |
| Peer Leaders | 4M 2F | FOCUS GROUP DISCUSSION 14: PREVENTION PEER LEADERS | Agrogoti Songstha (IR1) 6 youth & ANIRBAN |
| Media | M | Journalist | Massranga Television |
| Media | M | Station Manager | Radio Nalta |
| Survivors | 5M 3F | FOCUS GROUP DISCUSSION 15: VICTIMS OF LABOR TRAFFICKING | Agrogoti Songstha (IR1) 8 Returned Migrants (all over 18) |
| CTC | F | Women's Affairs Officer | Department of Women and Children Affairs, Upazila (Sub-District) Koloroa |
| District | M | Youth Development Officer, Trainer | Upazila (Sub-District) Koloroa |
| District | M | Social Welfare Officer | Upazila (Sub-District) Sadar |
| NGO | M | Liaison Officer | NGO working with Agrogoti Songstha – Center for Women & Children Studies |
| TTC | M | Principal | Satkhira Technical Training Center |
| Technical Training Center | | DIRECT OBSERVATION 6: PRACTICAL TRAINING & RESOURCE CENTER | Agrogoti Songstha (IR5) Upazila Tala |
| District | M | Director (Computer Training Center) | Belabhumii Poribesh Unnayan Society, Rupsha, Noihati union |
| District | M | Assistant Director | District Employment and Manpower Office (DEMO) |
| NGO | M | Officer-In-Charge | Breaking the Silence |
| NAOGAON (FEBRUARY 7-9) | | | |
| CTC | M | Union Parishad Chair, Kushumba | Upazila (Sub-District) Manda |
| Media | M | Journalist | Daily Amader Rajshahi |
| District | M | Youth Development Officer, Trainer | Upazila (Sub-District) Atrai |
| CTC | M | Vice Chair & CTC Chair | Upazila (Sub-District) Atrai |
| Private | M | Owner | Star Computers, Atrai |
| Beneficiary | M | Trainee | through Sachetan, Atrai |
| CTC | M | Union Parishad Chair & CTC Chair, Mirat | Upazila (Sub-District) Raninagar |
| Survivors | 5M | FOCUS GROUP DISCUSSION 16: SURVIVORS | SACHETAN (IR2) 5 survivors (all over 18 years) |
| District | M | Marriage Registrar | Upazila (Sub-District) Raninagar |
| CBO | M | Director | Astha Sishu & Mohila Unnayan Shonstha, Atrai |
| District | M | District Lawyer | District Legal Aid Office (Judge Court) |
| District | M | Deputy Director | District Social Service Office, Boalia |
| NGO | 4M 1F | FOCUS GROUP DISCUSSION 17: NON-GOVERNMENT ORGANIZATION | Organizations working with SACHETAN (IR2) 2 Mousumi; 1 Janoni; Naogaon Multipurpose Co-operative Society (banking), Bhabanipur; Prokrity Shomaj Unnayan Shongstha, Bangabaria |
| KHULNA (FEBRUARY 10-12) | | | |
| CTC | 2F 1F | SMALL GROUP DISCUSSION 9: COUNTER TRAFFICKING COMMITTEE | Member, TSB Union CTC Member Nouhati Union |

| Stakeholder | | Office/Position | Organization |
|---------------------------------|----------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| | | | Women's Affairs Officer, Upazila Rupsha |
| District | M | Marriage Registrar | Upazila (Sub-District) Rupsha |
| Child Marriage | 5F | FOCUS GROUP DISCUSSION 18: CHILD MARRIAGE | Agrogoti Songstha (IR5) 5 women of early marriage (all over 18 years) |
| Family of Survivors | 2F | SMALL GROUP DISCUSSION 10: FAMILY OF SURVIVORS | Patharghata Union 2 Family Members (over 18 years) |
| District | M | Deputy Director | District Employment and Manpower Office (DEMO) |
| District | M | Assistant Commissioner & Executive Magistrate & Member Secretary of the District CTC | District Administration, Expatriate Migrant Welfare Desk |
| NGO | M | Officer-In-Charge | Belabhumi Poribesh Unnayan Society |
| Peer Leaders | 2M 4F | FOCUS GROUP DISCUSSION 19: PEER LEADERS & ANIRBAN | Agrogoti Songstha (IR5) 6 youth & survivors (all over 18) |
| TTC | M | Principal | Khulna Mohila Technical Training Center |
| RANGPUR (FEBRUARY 9-15) | | | |
| CTC | M | Upazila Secretary, CTC | Lalmonirhat District |
| Survivors | 4M 1F | FOCUS GROUP DISCUSSION 20: ANIRBAN | RDRS (IR1, IR2) Lalmonirhat District 5 survivors (all over 18 years) |
| Peer Leaders | 3M 3F | FOCUS GROUP DISCUSSION 21: PEER LEADERS | RDRS (IR1, IR2) Lalmonirhat District 6 youth leaders (all over 18 years) |
| District | M | Marriage Registrar | Lalmonirhat District |
| Beneficiary | F | Early child marriage victim | Kurigram District |
| Survivor | M | President | ANIRBAN, Kurigram District |
| District | M | Youth Development Officer, Trainer | Upazila (Sub-District) Phulbari |
| CTC | M | Upazila Chair | Kurigram District |
| Survivor | M | President | Dinajpur District |
| Child Marriage | 5F | FOCUS GROUP DISCUSSION 22: CHILD MARRIAGE VICTIMS | RDRS (IR2), Dinajpur District 5 females (all over 18 years) |
| District | M | Judge | TIP Special Tribunal, Rangpur (formerly TIP Tribunal Judge, Cox's Bazar) |
| Sub-Grantee | M | Project Manager | RDRS |
| TTC | M | Department Head | Dharmodastampat Technical Training Center, Rangpur |
| District | F | Upazila Nirbahi Officer (UNO) - Chief Executive) | Upazila Kaunia |
| District | F | Assistant Director & CTC Member | District Employment and Manpower Office (DEMO) |
| Sub-Grantee | | DIRECT OBSERVATION 7: FEMALE SHELTER | RDRS (IR2) |
| JASHORE (FEBRUARY 13-16) | | | |
| Sub-Grantee | M | Project Coordinator | Dhaka Ahsania Mission (DAM) |
| Sub-Grantee | F | Shelter Home Manager | Dhaka Ahsania Mission (DAM) |
| Sub-Grantee | | DIRECT OBSERVATION 8: FEMALE SHELTER | Dhaka Ahsania Mission (DAM) |
| Sub-Grantee | 2M | SMALL GROUP DISCUSSION 11: | Rights Jashore |

| Stakeholder | | Office/Position | Organization |
|---------------|----------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| | 1F | SUB-GRANTEE: RIGHTS JASHORE | Program Manager; Program Officer; M&E Officer |
| District | F | Deputy Director | District Women Affairs Office, |
| Private | F | Operations Manager | Basha Enterprise |
| Peer Leaders | 4M 2F | FOCUS GROUP DISCUSSION 23: PEER LEADERS & ANIRBAN | Rights Jashore 6 youth (all over 18 years) |
| Private | M | Program Officer | Family Planning |
| District | M | Marriage Registrar | Jashore, Sadar |
| District | F | Advocate | Judge Court, Jashore |
| CTC | 4M | SMALL GROUP DISCUSSION 12: COUNTER TRAFFICKING COMMITTEE | Jessore Sadar & Kashimpur Union |
| District | F | Additional Superintendent of Police | Police Bureau Institute (PBI) |
| District | F | Panel Lawyer | Judge Court, Jashore |
| Beneficiaries | 3M 2F | FOCUS GROUP DISCUSSION 24: SURVIVORS – TRAFFICKING & CHILD MARRIAGE | Dhaka Ahsania Mission (DAM) 3 survivors & 2 child marriage girls (all over 18 years) |

ANNEX II: EVALUATION TEAM CVS, COIS, AND NDAS

Name (of candidate): Martina Nicolls

Position (proposed for): Team Leader: BMEL Tasking Request S020 (Final Performance Evaluation for USAID Bangladesh Counter-Trafficking-In-Persons Activity)

Key Qualifications

Martina Nicolls has nearly 40 years of experience in education and as an evaluator, technical specialist, and team leader on projects, evaluations, and assessments for national and international donors and agencies, including USAID, OTI, U.S. Department of State (DOS), U.S. Department of Labor (DOL), Millennium Challenge Corporation (MCC), Australian Agency for International Development (AusAID), Department for International Development (DFID), Swedish International Development Organization (SIDA), Danish International Development Agency (DANIDA), International Labor Organization (ILO), United Nations (UN, UNESCO, UNICEF), European Union (EU), European Commission (EC), the World Bank (WB), Asian Development Bank (ADB), and others. She has served as Team Leader or Lead Evaluator on more than 25 evaluations and assessments, in many countries, including those in transition or post war.

Most recently for ME&A, Ms. Nicholls served as Team Leader and Human Rights Expert for a five-country final evaluation of the Dignity and Rights (DAR) in Central Asia Project under the USAID Learning from Evaluations & Assessments for Development (LEAD) IDIQ assessing the project's aims to build civil society capacity to help protect the human rights of migrants, prevent violations of human rights, and counter human trafficking, in terms of support systems, legal frameworks, and regional and country-specific policies.

In addition to her project work and the recent ME&A evaluation, Ms. Nicholls has served as Team Leader on seven other evaluations focused on trafficking: the Mid-Term Performance Evaluation of Countering Trafficking-In-Persons (CTIP) for USAID/The Mitchell Group in Cambodia (2018); the Mid-Term Evaluation of Project Childhood for AusAID/GRM International in Thailand, Cambodia, Vietnam, and Lao PDR (2013); for DOL/ICF, the Final Evaluation Child Labor and Trafficking for the DOL/ICF Macro (2013) and the Midterm Performance Evaluation (2011), both in Nepal, the Midterm Performance Evaluation: Livelihoods, Education & Protection in Uganda (2009-2010), the Final Evaluation of Child Labor and Human Trafficking Through Education Project in Kenya, Uganda, Rwanda, and Ethiopia (2008-2009); and the Midterm Performance Evaluation of Youth and Child Labor in Liberia and Sierra Leone (2008).

Ms. Nicolls is proficient with Access, SQL, SPSS, Statistica, Cognos Database, NVivo, Stata, and MAXQDA.

Education

M.S., Communication, Central Queensland University, Rockhampton, Australia, 1997

B.A., Education, University of South Australia, Adelaide, Australia 1985

Graduate Diploma, Middle Eastern and Central Asian Studies, Australian National University, 2008

Professional Experience

Team Leader/Human Rights Expert, Dignity and Rights (DAR) in Central Asia Final Evaluation, Learning from Evaluations & Assessments for Development (LEAD) IDIQ USAID/ME&A, Central Asia (Kazakhstan, Uzbekistan, Turkmenistan, Tajikistan, Kyrgyzstan), Oct. 2019-Apr. 2020. Led a final evaluation of the project's aims to build civil society capacity to help protect the human rights of migrants, prevent violations of human rights, and counter human trafficking, in terms of support systems, legal frameworks, and regional and country-specific policies.

Team Leader, Syria Rapid Labor Market Assessment, Deir Ezzor Governorate, U.S. Department of State's Bureau of Near Eastern Affairs and U.K. Department for International Development (USDOS/DFID)-Chemonics, Syria, Aug.-Nov. 2019.

Conducted a Rapid LMA to determine challenges, best practices and recommendations for nascent quick-impact vocational (TVET) and skills-based programs for Syrian youth in Eastern and Western Deir Ezzor, under the Injaz Project, to support local Syrian partners. Provided recommendations for economic opportunities in rural areas.

Corporate Responsibility Advisor, Socio-Economic and Demographic Study at the Villages of Peshkabir, DNO-Norway/SOSS-Iraq, Iraq/Kurdistan, Jul. 2019. Provided technical advice for an assessment of the economic situation in the villages at Peshkabir, Batel Sub-District, Summel District in Duhok Governorate in the Kurdistan Regional Government of Iraq to maintain DNO's corporate social responsibility (CSR).

Technical and Vocational Education and Training (TVET) Expert, European Union (EU) CAPFISH Program, EU/NIRAS, Cambodia, Apr.-May 2019. Reviewed and planned for sustainable management and resilience of natural resources and supplementary income generation and livelihoods, and TVET for the Cambodian fishing communities in Tonle Sap, taking into account cross-cutting objectives of water and sanitation, environment and climate change, rights-based approach and gender equality. Formulated the guidelines for a call for proposals launched under CAPFISH.

Team Leader, Evaluation of SDG4 Pilot Capacity Development for Education (CapED) Program, UNESCO/ICON, Cambodia, Madagascar, Myanmar, and Senegal, Nov. 2018-Mar. 2019. Qualitative and quantitative improvement-oriented evaluation of pilot in 11 countries of SDG goals in education sector planning and policies, including legal frameworks; online survey; missions in four countries; participatory approach including self-assessment tool and consensus-building, FGDs, and KIs. Reviewed TVET introduction, and MOE national strategic plans, roadmaps, resource mobilization, and Right-to-Education human rights and legal requirements monitoring.

Education and Child Protection Expert, Evaluation of the No Lost Generation Initiative (NLG), UNICEF MENARO/DARA, Jordan, Lebanon, and Turkey, Nov.-Dec. 2018. Assessed merits of NLG in four countries to improve access to learning opportunities, and a protective environment, for children and youth, as a response to the Syria and Iraq crises.

Team Leader, Evaluation Expert, Mid-Term Performance Evaluation of Countering Trafficking-In-Persons (CTIP), USAID/The Mitchell Group, Cambodia, Sept.-Oct. 2018. Conducted evaluation to assess the prevention activities of Trafficking-in-Persons, propose key actionable recommendations, improve the performance of CTIP, and provide lessons learned to USAID in designing and managing CTIP programs. Evaluation included qualitative (FGDs and KIs) and quantitative data collection and inclusion of treatment-control survey.

Evaluation Expert, Final Evaluation of Sustainable Pathways to Peace in Somalia: Countering Violent Extremism with Social Healing and Community-Based Reconciliation Ceremonies, USDOS/International Development Law Organization (IDLO), Somalia, Jul.-Aug. 2018. Conducted evaluation for the United States (U.S.) Department of State (DOS), Bureau of Counterterrorism to assess the Federal Government of Somalia's Counter-Terrorism Strategy (CTS) and National Stabilization Strategy (NSS). Assessed the Ministry of Justice's systems, Alternative Dispute Resolutions (ADR), reintegration of ex-combatants, and improvements to human security in three districts.

Chief of Party, Evaluation Services and Program Support (ESPS), USAID/IBTCI, Kenya, Jun. 2017-Mar. 2018. Planned, budgeted and managed USAID country-wide health, governance, economic growth, countering violent extremism, and peace-building evaluations. Oversaw expatriate and local staff, including large data collection teams (up to 150 enumerators). Provided M&E technical oversight of evaluations, methodology, and technical training. Responsible for programmatic and resource decision-making and reports.

Data Quality Assessment (DQA) Specialist, USAID/Checchi, Afghanistan, Dec. 2016-Mar. 2017. Reviewed Performance Management Plans (PMPs), project output and process indicators, and Performance Indicator Reference Sheets (PIRS). Conducted a data quality audit (DQA) of 59 USAID projects. Sectors included agriculture, education, TVET, democracy and governance, health and nutrition, economic growth, and gender.

Somalia Girls' Education Technical Advisor, Girls' Education Challenge – Educate Girls, End Poverty, DFID/Relief International, Kenya, Sept.-Oct. 2016. Provided technical advice and strategic inputs on concept and project design for the transition window (next phase of GEC). Provided input into: design, indicators, targets, budget and programming for education, gender, health, anti-trafficking, anti-child labor, safe schools, youth programs for alternatives to education, etc.

Corporate Responsibility Advisor, Socio-Economic Study for Society Development in Tawke, DNO-Norway/SOSS-Iraq, Iraq/Kurdistan, May-Jul. 2016. Provided technical advice for an assessment of the economic situation in three sub-districts (Rizgari, Darkar, and Batifa) in the Kurdistan Regional Government of Iraq to maintain DNO's corporate social responsibility (CSR).

Education Specialist, Scoping Mission, USAID/Louis Berger Group, Somalia, Jun. 2016. Fact-finding mission for education and TVET in crisis, and peace in education portfolios.

IQC Manager/Education Expert, USAID Advancing Basic Education & Access to All Program (ABE Access), USAID/Louis Berger Group, Global, Jun. 2016-May 2017 (periodic). Senior technical advisory leader, business development, and quality assurance (QA) oversight for education, literacy programs, girls education, boys in education research, countering violent extremism, and peace in education.

Community Development Expert/Corporate Responsibility/Energy Expert and Evaluator, Socio-Economic Study for Society Development in Atrush and Chamanke Sub-Districts of Dohuk, TAQA-Abu Dhabi/SOSS-Iraq, Iraq/Kurdistan, Jan. 2016. Assessed the economic situation in the region, and survey of 539 households, in oil-producing sub-districts of Dohuk Governorate in the Kurdistan Regional Government of Iraq. Provided recommendations to improve social conditions, employment schemes, and women and youth-based initiatives to maintain TAQA's corporate social responsibility (CSR).

Team Leader/VET Evaluator, Ex-Post Evaluation, Morocco Functional Literacy and Vocational Training Activity (FLVT) (2010-2013), MCC/ISG, Morocco, Aug.-Nov. 2015. Data quality assessment (evaluability assessment) to determine reliability of data and methodology for evaluation. Evaluated FLVT in artisanal handicrafts, agriculture, and fisheries to follow-up the 2013 evaluation, including small grants, public-private partnerships, literacy, TVET, and economic rates of return (ERR) using a Results-Based-Management framework.

IQC Manager/Education Expert, USAID ABE Access Program, USAID/Louis Berger Group, Global, Jun. 2015-May 2016 (periodic). Senior technical advisory leader, management, business development, and QA oversight.

M&E Capacity-Building Specialist, Capacity-Building of Independent Monitoring Unit, USAID-OTI/Social Impact, Pakistan, Aug. 2014-Jul. 2015 (intermittent). Provided technical assistance and capacity-building to IMU to build quantitative and qualitative Results-Based M&E (RBM) through on-the-job training, mentoring, and ongoing remote guidance to institutionalize RBM into PERSI (Pakistan Expanded Regional Stabilization Initiative) to counter violent extremism. This included a 2015 comparison survey (treatment group; non-project beneficiaries) and Pakistan Police Surveys (two quantitative, one qualitative).

Education Policy Researcher, Education Sector Analytical and Capacity Development Partnership, ADB/URS, Indonesia, Dec. 2014-Jan. 2015. Peer review of Policy Briefing Papers (Improving Quality and Relevance of Senior Secondary Vocational

Education in Aceh) including gender, child labor, trafficking, safe schools, inclusivity, TVET, and youth programming).

Team Leader/Gender Specialist (Academic Achievement of Girls and Boys), Gender Differences in Learning Outcomes, EU/ECFDC, Mauritius, Nov. 2014. Preparatory phase for 2015 research on gender differences in learning outcomes in pre-primary (reading and literacy), primary, secondary, and pre-vocational education including a framework for a Performance Improvement and School Improvement Strategy. Specifically focusing on girls' and boys' achievement/underachievement and inclusive education, safe schools, parental involvement, teacher patterns, learning patterns, curricula, etc.

Team Leader/Evaluator, Mid-Term Evaluation of FUNZO (National Health Capacity Building Mechanism), USAID/IBTCI, Kenya, Sept.-Oct. 2014. Performance review of Kenya's national health training mechanism to ensure increased access to and availability of skilled and knowledgeable health care providers, including: supply and demand; future forecasting and trend analysis; and training needs assessment. RBM of e-learning, in-service and pre-service curricula, system strengthening, governance, and public-private partnerships.

Team Leader, Mid-Term Evaluation of Somalia Youth Leadership Initiative, USAID/IBTCI, Somalia/Somaliland/Puntland, Apr.-Jun. 2014. RBM of program to increase Somalia's stability through economic growth, governance, and reduction of the appeal of extremism through secondary education, employment schemes, and youth-led activities.

Vocational Technical Advisor/Girls' Education, Livelihoods 7 TVET for Women in Bamyan Province, Development Afghan Women's Organization (DAWO), Feb.-Mar. 2014. Provided advice on livelihoods training, income generation, agricultural extension, micro-financing, and vocational education.

Team Leader/Evaluator, Final Evaluation Reintegration and Stabilization in the East and North (RISEN), USAID-OTI/Social Impact, Sri Lanka, Oct. 2013-Jan. 2014. Performance evaluation for Office of Transition Initiatives to assess achievement of objectives; effectiveness of social cohesion, civic engagement, and reintegration; cluster small grants; response to emerging needs; promoting community-level reconciliation; and strengthening local capacity for conflict mitigation.

Team Leader/Evaluator, Final Evaluation Sudan Transition Conflict Mitigation Program, USAID OTI/Office of Transition and Conflict Mitigation/IBTCI, Sudan, Sept.-Nov. 2013. RBM to assess effectiveness of approach to conflict mitigation; small grants, response to emerging needs; peace dividends, refugee programs for peace and resettlement; community-level reconciliation; and strengthening local capacity for conflict mitigation.

Evaluator, Health Rights Monitoring Strategy for the Public Defender's Office, SIDA/Oxfam GB, Georgia, Aug. 2013. Developed participatory monitoring strategy for the PDO Health Rights Unit to effectively protect the health and human rights of poor and marginalized groups with a focus on children, girls, youth, refugees, and double refugees. Outputs included a stakeholder analysis and the role of civil society organizations, and a short-term (one-year) and long-term (three-year) monitoring strategy.

Team Leader/Child Protection Evaluator, Mid-Term Evaluation of Project Childhood, AusAID/GRM International, Thailand, Cambodia, Vietnam, and Lao PDR (Mekong Sub-Region), Jun.-Aug. 2013. Assessed the regional multi-country program to combat child sexual exploitation in travel and tourism (CSETT) and child trafficking. Evaluated Prevention Pillar and Protection Pillar to assess children's awareness and stakeholder capacity to prevent CSETT; legal frameworks; law enforcement and investigations; UN Office on Drugs and Crime (UNODC) and INTERPOL strategies; and cross-border cooperation.

Team Leader/Child Labor Evaluator, Final Evaluation Child Labor and Trafficking, DOL/ICF Macro, Nepal, Jan.-Apr. 2013. Assessed design, implementation, management,

database, outcomes, and impact (OECD-DAC criteria). Interventions: literacy, pre-vocational, vocational, livelihoods/income generation, scholarships, child-friendly schools and local governance, gender differences, and education for girls and boys.

Team Leader/Education and Evaluation Specialist, Situational Analysis of Basic Education, USAID/FHI360, Kurdistan Regional Government of Iraq, Oct. 2012-Jan. 2013. Conducted situational analysis to support “Contributing to Regional Peace & Security.” Focused on: 1) enrollment and retention; 2) education institutions and management; 3) educators and training; 4) gender/cross-cutting issues, including social inclusion of refugees/migrants from Syria (conflict) and Turkey (earthquake); and 5) disputed internal border sites.

Stabilization Specialist/Education Specialist, Australian Civilian Corps Foundation Training, AusAID/Australian Civilian Corps, Australia, Sept. 2012. Conducted training in disaster/emergency relief management.

Higher Education Specialist, Impact Evaluation Group of Eight and University of Papua New Guinea Collaborative Project, AusAID/GRM International, Papua New Guinea, Jul.-Aug. 2012. RBM of academic volunteer capacity-building program and its impact on teaching and learning, research quality and enhancement, scholarships, and partnership arrangements.

Data Quality Assessor/Auditor, Independent M&E Contract DQA, USAID/MSI, Pakistan, Nov. 2011-Jan. 2012. Reviewed PMPs, project output and process indicators, and PIRS. Conducted a DQA. Sectors included health, economic growth, agriculture, TVET, energy, and stabilization.

Child Labor Expert, Thematic Evaluation of Income Generating Activities for Families, DOL/ILO/ICF Macro, Oct.-Dec. 2011. Synthesis report of 162 ILO International Program for the Elimination of Child Labor (IPEC) and USDOL Education Initiative child labor mid-term and final reports (Jun. 2004-Jul. 2010) in English, French, and Spanish from 75 countries with a literature review to provide recommendations to support families financially.

Team Leader/Evaluator, Final Evaluation: Initiating Positive Change Program, USAID/AED, Kosovo, Oct. 2011. Program to build confidence and improve quality of life, economic security and freedom of movement. Assessed relevance, effectiveness, efficiency, sustainability, and impact (OECD-DAC criteria) of design, implementation, and outcomes. Interventions: community fora, civil society and micro-enterprise grants, and media programs.

Team Leader/Evaluator, Fact-Finding Mission: Education Support Program, DANIDA/Particip-NIRAS Consulting, Afghanistan, Sept.-Oct. 2011. Formulated evaluation methodology to assess DANIDA’s education programs (2003-2010), Primary Education Program (PEP)/secondary/TVET/ESPA, using OECD-DAC criteria: effectiveness, efficiency, sustainability and impact.

Team Leader/Child Labor Evaluator, Midterm Performance Evaluation, DOL/ICF Macro, Nepal, Sept. 2011. Program to end child labor/trafficking; assessed design, implementation, management, database, strategic plans, outcomes, and impact (OECD-DAC criteria). Interventions: literacy, scholarships, primary, secondary, vocational, and livelihoods/income generation.

Chief of Party/M&E Specialist/Audit Specialist, Georgia Monitoring Project, DOS, Office of Coordinator of U.S. Assistance to Europe and Eurasia (EUR/ACE) /IBTCI, Georgia, Jun. 2010-Aug. 2011. Multi-agency, whole-of-government thematic evaluations from emergency relief to development; participatory M&E indicators, targets, results frameworks, baselines. Congressional reports: cash transfer/budget support; DQA; IDPs/refugees, health, disaster assistance; economic growth; maritime security; civil society; and democracy small grants.

Chief of Party/Senior Grants Manager, Technical Vocational Education and Training Project – Competitive Grants Program, MCC/USG/IBTCI, Mongolia, Feb.-May 2010.

Public and private partnerships. Disseminated best TVET practices; grant/project management. Formulated grant administration and tracking manual. Built capacity of TVET institutional and Ministry staff in RBM and financial guidelines (activity indicators, performance management plans) and assessment of grant proposals and eligibility criteria.

Team Leader/Evaluation Specialist, Midterm Performance Evaluation: Livelihoods, Education & Protection, DOL/ICF Macro, Uganda, Oct. 2009-Jan. 2010. Child labor/trafficking assessment of design, implementation, management, outcomes, impact, database, grants, progress reporting, and cost effectiveness (OECD-DAC criteria). Interventions: primary, secondary, and vocational; skills training; livelihoods; literacy; scholarships; and child protection. Conducted workshop on child labor.

Team Leader/Evaluation Specialist, Nutrition and Food Security Study, Global Relief Alliance/World Relief, Sudan, Sept.-Oct. 2009. Designed and executed anthropometric assessment and household survey to evaluate nutrition (and breastfeeding), health (mortality), water, and food security to guide the multi-sectoral emergency program. Reviewed indicators and synthesized reports for five-year trend analysis.

Higher Education and Evaluation Specialist, Gap Analysis of Pre-Service and In-Service Teacher Training in Basic Education, USAID/JBS International, Indonesia, Jul. 2009. Researched student achievement and quality of university teacher training programs, and scholarships. Included inclusive education, TVET, gender focus, teaching and learning methods, etc.

Education Specialist/M&E Specialist, Joint Annual Review Mission of Primary Education Development Program II (PEDP-II), EU/Femconsult, Bangladesh, Apr.-May yearly in 2010, 2009, 2008, and 2007. Monitored II donor coordination and progress results. Synthesized evaluation reports against goals and objectives. Advised EU and Ministry of Education on financial reporting/audits, strategic and budget planning, Annual Operation Plans, and Resource Utilization Plans. Responsible for data collection and analysis; database (EMIS); performance indicators; and PMPs.

Team Leader/Gender Specialist/Girls' Education/Finance Specialist, Assessment of Activities Attributed to FY2008 Women's Earmarked Congressional Funding, USAID/DevTech Systems, Afghanistan, Feb.-Mar. 2009. Report: expenditure, equipment, training impact, verification of beneficiaries, & identification of best practices of income generation/livelihoods, health, agriculture, TVET and higher education, girls' education; programs for women.

M&E Specialist, Final Evaluation of Preventing and Eliminating Child Labor and Human Trafficking, ILO/DOL/ICF Macro, India, Jan.-Feb. 2009. Reviewed design, implementation, M&E system (and performance indicators), strategic plans, outcomes, impact, and sustainability (OECD-DAC criteria) to assess achievements and crosscutting factors including: gender, human rights/protection, scholarships, educational interventions (primary, secondary, and vocational), and income-generation/livelihood activities. Conducted six workshops.

Team Leader/M&E Specialist, Final Evaluation of Child Labor and Human Trafficking Through Education Project, Kenya, Uganda, Rwanda, and Ethiopia (KURET), DOL/ICF Macro, Kenya, Uganda, Rwanda, and Ethiopia, Sept. 2008-Jan. 2009. Reviewed design, implementation, M&E system (and performance indicators), outcomes, impact, and sustainability in four countries to assess country-specific and regional achievements and cross-cutting issues including: gender, human rights/protection, scholarships, educational interventions (primary, secondary, and vocational), and income-generation activities. Conducted workshops in each country. Wrote four reports and one Regional Report.

Longitudinal Study Team Leader/Girls' Education, Gender Equity in Education, USAID/Winrock, Southern Sudan, Feb.-Apr. 2008. Designed a five-year longitudinal study

to measure impact of scholarship initiative to support girls in secondary school and teacher training programs (reviewed indicators and results framework). Prepared training manual and trained MOE and project staff on data collection and entry. Devised database and survey. Analyzed data.

Team Leader/M&E Expert, Midterm Performance Evaluation of Youth and Child Labor, DOL/ICF, Liberia and Sierra Leone, Jan.-Feb. 2008. Models for human rights promotion and reform. Assessed educational interventions (primary, secondary, and vocational); scholarships; income-generation/livelihood in transitional economy; and mitigation of child labor and trafficking.

Team Leader/M&E Expert, Final Evaluation of the Building Reform Through Democracy and Governance Program, USAID/Social Impact, Liberia, Oct.-Dec. 2007. Evaluated project strategies (i.e., gender disparities), institutional capacity-building in transitional economy, organizational structure, and financial management, including grants procedures.

Community Conflict and Stability Specialist, Local Governance and Community Development (LGCD) Program, USAID/ARD, Sept. 2007. Increased capacity of LGCD staff through training workshops and QA manual to integrate local stability initiatives/interventions into community mobilization/community development. Conducted field visit for conflict resolution and peace council training.

M&E Expert, Final Evaluation of Liberian Community Peace-Building and Development (CPBD) Program, USAID/AED, Liberia, Jun.-Jul. 2007. Evaluated impact of CPBD program. Assessed sustainability of community structures (strategic plans and resource utilization), radio stations, and non-governmental organization (NGO) partners. Identified best practice peace-building approaches. Responsible for small grants, financial management, and cost effectiveness.

M&E Expert, Midterm Performance Evaluation of the European Commission's (EC) Institutional Support Program, EC/ARS Progetti, Liberia, Dec. 2006-Jan. 2007. Assessed impact and sustainability of design and finance to improve governance and public-sector finance management. Assessed EC's support to Ministry of Planning, Ministry of Finance, and Auditing Commission. Assessed impact of audits of airport, ports, forestry, petroleum refinery, maritime affairs, and Central Bank of Liberia.

Evaluation/DQA Assessor/Auditor, DQA/Audit, Iraq, USAID/IBTCI, USA, Oct.-Nov. 2006. Assessed PMP and PIRS to ensure USAID awareness of strengths/weaknesses of data for mandatory reporting. Made recommendations to improve data quality and key audit vulnerabilities (using validity, integrity, precision, reliability, and timeliness criteria). Sectors included: energy and infrastructure, stabilization, education, TVET, economic growth, banking, and governance.

M&E Expert, Revision of UNDP Poverty Alleviation Governance Program for the Red Sea, DANIDA/NIRAS Consulting, Sudan, Sept. 2006. Ensured Red Sea State Government able to deliver public administration, social, and economic infrastructure and participatory, pro-poor, human rights, gender-sensitive, treatment of girls, responsive and transparent services. Built capacity and trained Finance Ministry staff in data collection for health and education.

Chief of Party/Senior Advisor to the Minister of Education/EMIS Advisor, EQUIP2, Sudan Technical Advisors Project, USAID/AED, South Sudan, Mar.-Jul. 2006. Provided policy advice to Minister of Education. Built capacity of departments: Quality Promotion & Innovation, Gender and Social Change (Girls' Education), and Planning. Advised on EMIS and Annual Education Census: data collection, database management, statistical analysis, and data presentation; science and IT curriculum; and adult and vocational education.

Conflict Specialist/Evaluation Specialist, Final Evaluation of USAID/OTI Peace-Building Programs, USAID OTI/Social Impact Inc., South Sudan, Nov. 2005-Jan. 2006. Evaluated implementation of grants, focusing on effectiveness of Sudan Peace Fund and South Sudan Transition Initiative programs to assess models for establishing durable peace (i.e., People-to-People peace process), and human rights.

Change Management Specialist/Evaluation Specialist, Agile RightStep Transformation Project for the Australian Taxation Office (ATO), EDS Australia, Australia, Sept.-Oct. 2005. IT reform. Systemised and standardized reporting, monitoring, and quality data collection processes and templates.

Conflict Specialist, Canberra Institute of Technology, Australia, Sept. 2005. Lectured on narco-terrorism, drug crimes, and terrorism/extremism in Afghanistan and Columbia, to students of the Post Graduate Diploma in Community Development.

Statistician Specialist in Education and Training, Indicators for Sector Policy Support Program in Education and Training, EU/EC/Femconsult, Botswana, Jun.-Jul. 2005. Analyzed organizational, policy, and finance data. Ministry of Education Financing process indicators for European Development Fund planning (equity, gender, poverty, HIV/AIDS's impact on education sector), SWAP (Sector Wide Approach). Built capacity of ministry staff.

M&E Specialist, Final Evaluation of USAID/OTI Projects, USAID OTI/Social Impact Inc., Afghanistan, May 2005. Evaluated all USAID grants for infrastructure, gender, community, election awareness, human rights, and good governance. Evaluated strategic relevance, community participation, links between government and community, and links between central and provincial governments, including financial management/cost effectiveness. Evaluated grants database.

Senior Accelerated Learning Specialist/M&E Specialist, Accelerated Learning (AL) of Over-Aged and War-Affected Women and Youth, USAID OTI/Creative Associates – Liberian Transition Initiative, Liberia, Sept. 2004-Apr. 2005 (intermittent). Strategic Framework and Donor Coordination Plan for demobilization and reintegration. Identified core AL principles for community-based vocational education to child and women ex-combatants and interventions to reduce drop-outs. Trained 800 primary teachers. Reviewed national curriculum and teachers' manuals. Established M&E Plan. Trained data staff. Analysed three curriculum surveys.

Evaluation Team Leader/Senior Management Consultant, VFM Consulting/KBR Halliburton, Australia, May-Jun. 2004.

- *Evaluation Comprehensive Maintenance Services for the Australian Department of Defense:* Advised on competitive procurement (risk assessment; governance); contracts; performance measurement (output/outcome indicators); & innovative “whole-of-life” project management.
- *Evaluation Australia's UN's International Labor Organization (ILO) Reporting Procedures:* Assessed reporting procedures to UN (project management cycle, workflow, and QA).

Team Leader, Accelerated Learning Program, Revitalization of Iraqi Schools and the Stabilization of Education (RISE) Project, USAID/Creative Associates International, Iraq, Jul. 2003-May 2004. Developed and managed Accelerated Learning pilot program. Surveyed 4,500 out-of-school youth to assess demand and vocational needs (particularly for girls) and validate interventions. Established database with baseline data. Established five urban and rural interventions. Trained 70 teachers, 75 local, and seven international consultants.

Volunteer, United Nations High Commissioner for Refugees (UNHCR), Syria, Apr. 2003. Distribution of humanitarian aid to 650 Iraqi refugees in Damascus during the Iraq war.

Teacher Training Specialist, Teacher Education Project, ADB/SMEC International, Nepal, Mar. 2003. Conducted research study. Evaluated teacher training. Conducted capacity needs assessment. Documented manual on teacher training. Conducted three workshops.

Gender Access and Equity Specialist/Girls' Education, ADB/SMEC International, Bangladesh, Feb. 2003.

- *Female Secondary School Assistance Project II:* Social mobilization for quality management, gender access and equity issues, and specific needs of girls in education. Conducted survey to test literacy levels.
- *Primary Education Development Program II:* Provided input into performance-based financing for 2004-2009 Sector Policy Support. Made recommendations to strengthen institutional capacity.

Project Director/Management Specialist/Internal Quality Auditor/Girls' Education, WB/ADB/SMEC International, Kashmir and Pakistan, Nov. 2001-Jan. 2003. Two in-country visits per year of three months each.

- *Northern Education Project, Kashmir (WB):* Policy reform; teacher training; curriculum development; financial and EMIS development; MOE capacity building; baseline for benchmarking teacher capacity and quality; low-cost and no-cost aids.
- *Multi-Grade Teaching Expert Northern Education Project:* Produced a teachers' guidebook on multigrade teaching for primary grades 1-5 (with sample lesson plans, timetables, worksheets, and classroom management techniques). Trained 80 Master Trainers.
- *Girls Primary Education Development Project, Islamabad (ADB):* Project Director for \$78m program (2000-2003) for girls' primary education by establishing 900 Community Model Schools, 173 teacher resource centers, radio instruction, social mobilization, and institutional strengthening. Conducted gender analysis for benchmarking and performance measures.

Higher Education Specialist, Capacity-Building/Training of the Ministry of Higher Education, ADB/SMEC International, Afghanistan, Sept.-Oct. 2002. Capacity-building needs assessment for school construction planning and transparent EMIS/financial management system. Conducted study on equity and access to tertiary education for girls. Participatory sector-wide approach (SWAP).

Director and Principal Communications Consultant, Leo Major Communications Pty Ltd., Australia, Nov. 1999-Nov. 2001. Center for Cross-Cultural Research, Australian National University, and Commonwealth Department of Health & Aged Care: corporate capacity-building (baseline data; staff and service performance indicators; benchmarking; case studies; evidence-based research; salary and costing models).

Campus Manager, Monash University, Gippsland Campus, Australia, Jun. 1998-Nov. 1999. Divisional oversight of HR; finance; distance education; and curriculum. Managed 250 staff. Conducting finance training. Initiated review of Student Union. October 1999: Beijing, Shanghai, Taizhou, and Jiaozuo, China: Latrobe Shire Education Delegation to Jiangsu and Henan Provinces; established partnerships for student exchange; vocational training; and English Language Center (IELTS training).

National Data Analyst/National EMIS Advisor/Girls' Education, National Center for Vocational Education Research, Australia, Jun. 1997-Jun. 1998. Publication of national education statistics for Ministerial Council for Education and Training. Advised on EMIS. Conducted audits of data. Published on women and girls in education, Ministerial White Paper tabled in Parliament on adult/community education (supply and demand), and costing models.

Principal Training Consultant and IT Manager, University of Queensland, Rural Education Center and Flinders University Joint Research Center in IT, Australia and USA, Apr. 1996-Jun. 1997; 1993-1994.

- *University of Queensland*: teacher training, curriculum, distance education, management training; IT lecturer, project management; online curriculum; lectured post-graduate agribusiness.
- *Flinders University*: IT and software engineering research manager; satellite communications; financial management; piloted leading-edge technologies for distance teaching & telemedicine; “liveboard” (world-first ubiquitous whiteboard) with XEROX Palo Alto Research Center (USA).
- *Northern Territory University Aboriginal Task Force*: Training to students and public servants.

Curriculum Development Manager/Research Manager/Accreditation Manager, Vocational Education and Training Center, Australia, 1989-1996. Conducted staff and institutional performance management audits; M&E; benchmarking; and data analysis. Implemented policy reform, teacher training, and gender mainstreaming.

Teacher Training Specialist, St. Benedict’s Teachers’ College, Papua New Guinea, Jan.-May 1986. Mathematics, Science, and English primary teacher training. Conducted workshops for curriculum development for multi-grade primary teaching. Supervised and appraised trainee teachers.

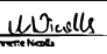
Primary and Secondary School Teacher, Education Department of South Australia, Australia, 1980-1988. Worked as primary and secondary school teacher in rural and urban schools.

Professional Memberships

- Association of Tertiary Education Management
- Association of Science Communicators
- Australian Engineers Association
- AusAID Civilian Disaster Relief Expert

Languages

English (native speaker), German (advanced), French (good)

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Name: | Martina Nicolls |
| Title: | Consultant |
| Organization: | ME&A, Inc. |
| Evaluation Position: | Team Leader (BMEL S020) |
| Evaluation Award Number: (or RFTOP or other appropriate instrument number) | GS-10F-154BA (ORDER NO. 72038819M00001) |
| Project(s) Evaluated: (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have real and/or potential conflict of interest to disclose: | <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> NOT APPLICABLE |
| If yes answered above, I disclose the following: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the DoS operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the DoS operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |
| Signature: |  <small>Martina Nicolls</small> |
| Date: | 17 December 2020 |

AN AGREEMENT BETWEEN

MARTINA NICOLLS

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

1. Intending to be legally bound, I hereby accept the obligations contained in this agreement in consideration of my being granted access to sensitive data. As used in this Agreement, sensitive data is marked or unmarked "sensitive but unclassified information" (SBU), including oral communications, that meets the standards set by Office of Management and Budget (OMB) Circular A-130 Appendix 3 and the U.S. Agency for International Development (USAID) Automated Directives System (ADS.) I understand that any data or systems of records protected from unauthorized disclosure by the provisions of Title 5, United States Code Sections 552 (often referred to as "The Freedom of Information Act") and 552a ("The Privacy Act") is/are sensitive data. In addition, other categories of information, including but not limited to medical, personnel, financial, investigatory, visa, law enforcement or other information which, if released, could result in harm or unfair treatment to any individual or group, or could have a negative impact upon individual privacy, federal programs, or foreign relations is sensitive data. The term includes data whose improper use or disclosure could adversely affect the ability of the Agency to accomplish its mission, as well as proprietary data and information received through privileged sources or procurement sensitive or source selection information, as those terms are defined by the Federal Acquisition Regulations.

2. I understand and accept that by being granted access to sensitive data, special confidence and trust has been placed in me by the United States Government.

3. I acknowledge I have been given access to USAID sensitive data to facilitate the performance of duties assigned to me for compensation. I understand it is my responsibility to safeguard sensitive data disclosed to me, and to refrain from disclosing sensitive data to persons not requiring access for performance of official duties. Before disclosing sensitive data, I must determine the recipient's "need to know" or "need to access" sensitive data. I will not use any sensitive data for personal financial gain.


4. I have been advised that any breach of this Agreement may result in the termination of my access to sensitive data, which, if such termination effectively negates my ability to perform my assigned duties, may lead to the termination of my employment or other relationships with the Departments or Agencies that granted my access. I am aware unauthorized release or mishandling of sensitive data may be grounds for adverse action against me. In addition, I have been advised unauthorized disclosure of data protected by the Privacy Act may constitute a violation, or violations, of United States criminal law, and that Federally-affiliated workers (including some contract employees) who violate privacy safeguards may be subject to disciplinary actions, a fine up to \$5,000.00, or both.

5. I understand all sensitive data to which I have access or may obtain access by signing this Agreement is now and will remain the property of, or under the control of the United States Government. I agree that I must return all sensitive data which have, or may come into my possession or for which I am responsible because of such access:

- (a) upon demand by an authorized representative of the United States Government; or
- (b) upon the conclusion of my employment or other relationship with the Department or Agency that last granted me access to sensitive data; or
- (c) upon the conclusion of my employment or other relationship that requires access to sensitive data.

Unless and until I am released in writing by an authorized representative of the United States Government, I understand that all conditions and obligations imposed upon me by this Agreement apply during the time I am granted access to sensitive data, and at all times thereafter.

6. These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights or liabilities created by existing statute or Executive order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling.

| WITNESS | | ACCEPTANCE | |
|------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------|-------------|
| THE EXECUTION OF THIS AGREEMENT WAS WITNESSED BY THE UNDERSIGNED | | THE UNDERSIGNED ACCEPTED THIS AGREEMENT BEFORE ACCESSING SENSITIVE DATA OF THE UNITED STATES GOVERNMENT. | |
| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  Martina Arnette Nicolls | 17 Dec 2020 |

Name (of candidate): Mark Taylor

Position (proposed for): Counter-Trafficking-in-Persons Expert (BMEL S020)

Key Qualifications

Mark Taylor is a counter trafficking-in-persons (CTIP) expert with 22 years of experience working in the area of trafficking-in-persons (TIP) in Bangladesh, Cambodia, India, Indonesia, Lao PDR, Myanmar, Nigeria, the Philippines, Thailand, the United States, and Vietnam. He has significant experience in the design, management, and monitoring and evaluation (M&E) of TIP programs in developing countries.

Currently, as the Senior Technical Advisor for the Global Fund to End Modern Slavery (GFEMS), Mr. Taylor, among other duties, oversaw rapid scoping efforts in Bangladesh and India in advance of project design and traveled to Bangladesh extensively to identify and engage potential partners as well as regularly supporting team program design and evaluation efforts. In 2015-2016, as Asia Regional Director at the Global Fund to End Slavery, he was responsible for assessing anti-trafficking potential and opportunities in high-prevalence countries and building and sustaining partnerships among governments, businesses, and CSOs. In 2013-2015, as Team Leader for the Australia-Asia Program to Combat Trafficking in Persons (AAPTIP), Mr. Taylor managed a five-year \$50 million-dollar CTIP program implemented across seven partner countries (Indonesia, Thailand, Myanmar, Cambodia, Lao PDR, Vietnam, and the Philippines) and regionally in collaboration with the Association of Southeast Nations (ASEAN) Secretariat. In this capacity, he managed a team of 50 spread over seven country offices and headquarters and established diverse technical assistance programs and activities in all seven countries as well as regionally.

In 2016-2017, as Team Leader for an assessment of a USAID CTIP project, Mr. Taylor served as subject matter expert analyzing data from various sources on the complex Thai TIP topic. He also led a short-term project and team to assess CTIP efforts in Thailand including developing and implementing qualitative data collection tools, analyzing respondents' data, drafting an assessment report, and briefing the results to USAID. As Senior Coordinator for Reports and Political Affairs with the Office to Monitor and Combat Trafficking in Persons (J/TIP) at the U.S. State Department, among other duties, he led the U.S. Government's (USG) effort to assess anti-TIP efforts around the world and coordinated the associated diplomatic efforts, scaled up the Reporting and Political Affairs Section from three analysts of anti-trafficking trends in 116 countries, into a team of 14 experts covering 188 countries. In this same capacity, Mr. Taylor led the Secretary of State's annual TIP Reports (2004-2013) and developed guidelines and strategic goals to boost the TIP Report's transparency and credibility.

Mr. Taylor holds a bachelor's degree in Political Science from Gordon College. He speaks English, Burmese, and Spanish.

Education

B.A., Political Science, Gordon College, Wenham, MA, 1986

Professional Experience

Senior Technical Advisor, Global Fund to End Modern Slavery (GFEMS), Washington, DC/Thailand, October 2017-Present. Provide a wide variety of strategic and operational guidance to a newly formed team at GFEMS, including its CEO. Identified and built relationships with the first implementation partners in the Philippines and Vietnam and contributed to the develop of geographical and thematic strategies in both countries. Directly managed four subawards (grants) in both countries totaling \$1.8 million, regularly conducting field visits and guiding the sub-awardees in project implementation. Oversaw rapid scoping research efforts in Bangladesh and India in advance of another round of project design and traveling to Bangladesh extensively to identify and engage potential partners. Regularly provide insights in support of team program design and evaluation efforts.

Team Leader, CTIP Assessment, Social Impact, Inc./USAID, Washington, DC/Thailand, September 2016-May 2017. Demonstrated strong subject matter expertise

by analyzing data from myriad sources on the complex Thai TIP topic while leading a short-term project and team to assess CTIP efforts in Thailand, including the development and implementation of qualitative data collection tools, analysis of respondents' data, drafting of a report including findings, conclusions and recommendations, and the briefing of results to USAID.

Asia Regional Director, Global Fund to End Slavery, Washington, DC, December 2015-June 2016. Senior member of management team that built the initial foundation for what is expected to be the world's largest fund to fight modern slavery (trafficking-in-persons). Responsible for assessing anti-trafficking potential and opportunities in high-prevalence countries; developing priorities and strategies; and building and sustaining partnerships among governments, businesses, and civil society organizations (CSOs) in the Asia region for the development of Global Fund investments to in targeted countries.

Team Leader, Australia-Asia Program to Combat Trafficking in Persons (AAPTIP), Bangkok, Thailand, August 2013-November 2015. Responsible for the strategic delivery and management of AAPTIP, a five-year program funded by the Australian Government with AUD \$50 million and implemented across the seven partner countries—Indonesia, Thailand, Myanmar, Cambodia, Lao PDR, Vietnam, and the Philippines—and regionally in collaboration with the ASEAN Secretariat. Managed a team of over 50 staff spread out over seven country offices and headquarters. Established diverse technical assistance programs in all seven partner countries, as well as regional activities including those parts of a regional work program which was endorsed by ASEAN. Regularly coordinated with donors including Australian government, United States (U.S.) Embassy, and United Nations (UN) agencies. Managed a diverse portfolio of program activities across seven bilateral accounts and the regional program. Regularly briefed Australian Embassy and visitors on human trafficking issues in Southeast Asia and represented the Australian Aid program in various regional and bilateral fora.

Senior Coordinator for Reports and Political Affairs, Office to Monitor and Combat Trafficking in Persons (J/TIP), U.S. Department of State, Washington, DC, 2003-2013. Led the USG's effort to assess anti-TIP efforts around the world and coordinated the associated effort of global diplomatic engagement on human trafficking. Scaled up the Reporting and Political Affairs Section from three analysts of anti-trafficking trends in 116 countries, into a team of 14 experts covering 188 countries, providing cutting-edge policy analysis, and shaping global thinking on anti-trafficking strategies. Responsible for the Office's human resource management and internal and external stakeholder management—engaging embassies abroad and building relationships with the Department of Labor, USAID, and civil society. For 10 years, led the Secretary of State's annual TIP Reports (2004 through 2013) and developed guidelines and strategic goals to boost the TIP Report's transparency and credibility. Advised on drafting new anti-trafficking legislation; developing prosecutorial strategies; and advising on structural reforms to boost institutional capacity (e.g., with police, prosecutors, and immigration personnel and development of culturally relevant specialist investigative units for TIP) in responding to human trafficking. Developed the U.S.-Myanmar Plan on Human Trafficking announced during President Obama's November 2012 visit to Myanmar (Burma). Engaged with senior government officials from 48 countries, including all of ASEAN, and regularly addressed government and non-governmental organization (NGO) audiences on anti-TIP best practices.

Corporate Social Responsibility Officer, U.S. Embassy, Abuja, Nigeria, January 2003-December 2003. Piloted a project on advancing the Voluntary Principles on Human Rights and Security with extractive industry companies and Nigerian government entities in the Niger Delta. Provided policy-relevant reporting on trends in the violence-prone Delta through development of contacts among tribal communities, including youth groups that later emerged as militias. Regularly held discussions with members of Itsekeri and Ijaw tribes in the Niger Delta and toured the creeks of Warri to understand the grievances of local communities. Honed reporting and negotiating skills through regular interactions with tribal youth groups.

Regional Narcotics and Law Enforcement Affairs Officer (INL), U.S. Embassy, Abuja, Nigeria, 2001-2003. Led a complex institutional reform and development project which developed strategic plans for professionalizing the Nigerian police force and boosted the capacity of specialized law enforcement units. The project integrated with larger development and foreign policy goals that prioritized good governance and democracy. Built up and managed a \$12 million INL program to address narcotics and crime issues—covering TIP, drug trafficking, money laundering, financial fraud, corruption, people smuggling, police reform, and counterfeiting—while ensuring that gender concerns were incorporated by involving women from inside the agency and advocacy organizations. Worked regularly with USAID, other donors, and NGOs working across the law and justice sector in Nigeria. Negotiated agreements directly with senior Nigerian government officials. Developed and instituted procedures for implementing bilateral law enforcement assistance programs, in consultation with INL. Worked substantially with NGOs on TIP issues and police reform.

Regional Narcotics and Law Enforcement Affairs Officer (INL), U.S. Embassy, New Delhi, India, 1998-2000. Developed and implemented the first USG project on drug control and human trafficking in South Asia and, in collaboration with USAID and the Nepalese and Indian governments, developed and implemented the USG's first regional anti-TIP project in Asia. Developed and managed a \$300,000 anti-TIP project to assist Indian NGOs. Additionally, reported on narcotics and other crime trends in the region. Built bilateral ties with regional governments to address human trafficking and counter-narcotics concerns; negotiated memoranda of understanding (MOUs) with the Ministry of Finance on drug control and law enforcement assistance; and conducted quarterly visits to Bangladesh, Nepal, and Sri Lanka to guide U.S. Embassy anti-TIP and drug control efforts and engage local governments. Broadened learning of TIP in South Asia and knowledge of CSOs involved in addressing various forms of TIP in various localities. Coordinated reporting and programmatic development with UN agencies, USAID, and other governments (UK, Australia).

Political Officer, U.S. Embassy, Rangoon, Burma, 1994-1996. Served as the Embassy's expert on narcotics and insurgency issues and led the USG's counter-drug policy towards Myanmar. Provided reporting and analysis on these issues, engaged Burmese government officials in areas of cooperation and information sharing, and traveled extensively through the ethnic areas of northern Myanmar to research narcotics and insurgency issue. Worked on political and human rights issues, including liaison with the leadership of the NLD after Aung San Suu Kyi's release. Gained experience in political reporting and analysis from the field.


Publications

Trafficking in Persons Reports (2004-2013); U.S. Department of State <https://2009-2017.state.gov/j/tip/rls/tiprpt/2013/index.htm>

Trafficking in Persons Situation in Thailand; Rapid Assessment; produced by Social Impact Inc. for USAID; March 2017; https://pdf.usaid.gov/pdf_docs/PA00N3Q3.pdf

Languages

English (native), Burmese, Spanish

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name: | Mark Blair Taylor |
| Title: | Consultant |
| Organization: | ME&A, Inc. |
| Evaluation Position: | Senior Eval. Specialist/CTIP Expert (BMEL S020) |
| Evaluation Award Number: (or RFTOP or other appropriate instrument number) | GS-10F-154BA (ORDER NO. 72038819M00001) |
| Project(s) Evaluated: (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have real or potential conflict of interest to disclose: | <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NOT APPLICABLE |
| <p>If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the DoS operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the DoS operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | <p>4. I previously applied for a position within Winrock Int'l in Thailand, and this was not within the Bangladesh project being evaluated. (I was not selected for the position)</p> |
|  | |
| Signature: | |
| Date: 12/17/2020 | |

AN AGREEMENT BETWEEN

MARTINA NICOLLS
(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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- (b) upon the conclusion of my employment or other relationship with the Department or Agency that last granted me access to sensitive data; or
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| WITNESS | | ACCEPTANCE | |
|------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------|-------------|
| THE EXECUTION OF THIS AGREEMENT WAS WITNESSED BY THE UNDERSIGNED | | THE UNDERSIGNED ACCEPTED THIS AGREEMENT BEFORE ACCESSING SENSITIVE DATA OF THE UNITED STATES GOVERNMENT. | |
| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  Martina Arnette Nicolls | 17 Dec 2020 |

Candidate: Ifjalul Haque Chowdhury
Position: Senior Evaluation Specialist (BMEL S020)

Key Qualifications

Mr. Chowdhury is a seasoned evaluation specialist with over forty years' experience working on international aid and development programs in Bangladesh. He has led and worked in senior consulting roles on a number of evaluations and studies for USAID and other international donor organizations including ILO, the World Bank and JBIC, and has served in leading roles for several local and international NGOs, civil society organizations, and quasi-government organizations, e.g., BRAC. Mr. Chowdhury's work has spanned several sectors including CTIP, sexual exploitation and abuse, child labor and human rights. He recently worked as an evaluation specialist on the mid-term performance evaluation of USAID Bangladesh's Obirodh Activity and as an evaluation specialist on the mid-term performance evaluation of USAID Bangladesh's Counter Trafficking-in-Persons (BC/TIP) Activity. Mr. Chowdhury holds advanced degrees in sociology and development studies from universities in Bangladesh and The Netherlands, and a diploma in planning, appraisal and monitoring and evaluation from the United Kingdom.

Education

Dip, Planning, Appraisal, Monitoring and Evaluation, University of Wales, United Kingdom, 1996
MDS, The Hague, Netherlands, 1987
MSc, Sociology, University of Chittagong, Bangladesh, 1975
BS, University of Chittagong, Bangladesh, 1972

Selected Professional Experience

Evaluation Specialist, Mid-Term Performance Evaluation for Obirodh Activity, USAID Bangladesh Monitoring, Evaluation and Learning (BMEL) Activity, ME&A, Inc., Bangladesh, December 2019-April 2020. Member of a 6-person team responsible for the design and implementation of the USAID/Bangladesh Mid-term Performance Evaluation of the Obirodh Activity. Contributed to the design of the evaluation work plan and data collection instruments; conducted data collection, including KIs and FGDs; participated in data analysis and contributed to sections of the final evaluation report.

Deputy Team Leader, In-Depth Beneficiary, Community and Survivor Research, Rohingya Shelter Home, Cox's Bazar, OXFAM, Bangladesh. Conducted research for international human rights commission to assess knowledge, experience and perceptions of sexual exploitation and abuse.

Consultant, Partners in Health and Development (PHD), Maternal, Newborn and Child Health (MNCH), UNICEF, 2019. Assisted in finalizing their long term strategic planning report.

Consultant, End Line Study (Behavior) on Continuation of the Prioritized HIV Prevention Services, PIACT, Global Fund, Bangladesh, December 2019. Conducted a qualitative assessment among key populations in Bangladesh.

Consultant, Mid-Term Performance Evaluation of USAID Bangladesh Counter Trafficking-in-Persons (CTIP) Activity, USAID/Bangladesh Office of Democracy and Governance, Social Impact, Bangladesh, November 2019. Contributed to evaluation as a team member/national specialist.

Program Officer, IPEC Project, International Labor Organization (ILO), June 2001-December 2011. Assisted Chief Technical Advisor (CTA) in planning, designing and implementing the project. Assisted in implementing primary and secondary partners in developing and implementing action program (four components i.e., Social protection, Monitoring, Verification & Tracking, Capacity Building). Managed Baseline and Rapid Assessment surveys. Facilitated and coordinated the field-level activities, mid-term and impact evaluation, hiring.

Organized training and assessed the Social Monitors. Designed the Monitoring Verification & Tracking (MVT) and Beneficiary Tracking System (BTS). Developed Project Monitoring Plan (PMP) and Monitoring Tools. Supervised the monitoring activities in reporting and giving feedback. Assisted CTA on all other project activities to ensure smooth flow of project activities at all levels and times. Managed CTA to prepare and finalize Technical Progress Report (TPR) of the project and also assisted CTA to prepare all kinds of report for Project Steering Committee meetings, promoted ILO policies regarding child labor, equality of opportunity and treatment for women and men and provided thematic support to International Program on Elimination of Child Labor-IPEC as appropriate and carried out other duties of cooperation. Coordinated and collaborated with other stakeholders including government, employers, trade unions and acted as Officer in Charge of the project in absence of the CTA. Provided technical support to the implementing agencies as part of capacity building activities of the project.

Executive Director, Enterprise Development Network (EDN), July 1999-May 2001. Managed the overall process of the organization, including administration and management. Planned, designed implementation and monitored the entire project for the member NGOs. Coordinated, collaborated, negotiated with donors.

Advisor, NGO, Japan Bank of International Cooperation (JBIC), October 1998-June 1999. Advised JBIC on each stage of the project cycle (project identification, preparation, appraisal, implementation and post evaluation) from stakeholders' point of view. Undertook survey monitoring and evaluation and prepared report on the findings. Appraised and advised JBIC on the collaboration with the GOB and local/national and international NGOs.

Program Coordinator, Bangladesh Population and Health Consortium (BPHC), Department for International Development (DIFID), July 1991-September 1998. Coordinated and managed program of both financial and technical support to at least 57 NGOs working in the Primary Health and Reproductive Health Care which include MCH-FP and Nutrition program along with other integrated development program. Managed appraisal, planning and monitoring of relief and rehabilitation program supported by the consortium during any disaster. Assisted NGOs for their Institutional Development process as means towards sustainability.

Coordinator, Association of Development Agencies in Bangladesh (ADAB), Bangladesh, January 1984-June 1991. Coordinated and managed all support service program of the association. Supported services including disaster preparedness and management, multi-sectoral training, research-documentation, monitoring and evaluation of NGOs development projects. Coordinated all relief and rehabilitation activities during disaster, poverty alleviation, health and nutrition, education, agricultural and other program, networking and advocacy. Channeled funds and all other support activities of ADAB for around 700 member NGOs through Chapter program.

Sociologist, Bangladesh Rural Advancement Committee (BRAC), Bangladesh, January 1980-December 1983. Prepared, designed and implemented scoping study, feasibility and baseline survey proposal and studies. Prepared and designed demographic and socio-economic research studies. Managed different action research, anthropologic studies, prepare reports, and other research. Designed and implemented Monitoring and Evaluation system of different program of BRAC. Organized training on monitoring for the managers of different development projects of BRAC. Conducted an impact assessment of different BRAC program. Participated in planning and designing of different BRAC program. Initiated a longitudinal study on causes/consequences of rural-urban migration.

District Project Officer, Bangladesh Family Planning Association (FPAB), Bangladesh, July 1977-December 1979. Planned, designed and undertaken baseline, feasibility studies and evaluation of the project in the project areas, as well as the implementation of the program. Prepared reports and budget for the program. Managed field program and clinical

activities. Supervised and monitored field and clinical activities. Performed all managerial and administrative job of the branch office.

Research Officer, World Bank Population Research Project, Directorate of Population Control and Family Planning, Government of Bangladesh, Bangladesh, February 1975-June 1977. Planned and designed baseline KAP study in population project areas. Oversaw management and administration of research projects. Organized training for the field staff. Supervised and monitored field data collection and tabulation work. Conducted Data analysis and prepared reports. Acted as a liaison with other research projects and organizations.

Languages

English (fluent), Bengali (native), Urdu (proficient), Hindi (proficient)

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | AJM Ifjalul Haque Chowdhury |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Senior Evaluation Specialist |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have a real and/or potential conflict of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No N/A |
| If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the DoS operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the DoS operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |

| | |
|-------------------|-------------------------------------------------------------------------------------|
| Signature: |  |
| Date: | 01/22/2021 |

AN AGREEMENT BETWEEN

AJM Ifjalul Haque Chowdhury

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  | 01/22/2021 |

Name: Ahmad Ibrahim

Position:

Key Qualifications

Mr. Ibrahim has over three years of gender, sexuality and labor migration experience. He has carried out several national and international research projects with ME&A, Inc., USAID, Winrock International, Bangladesh legal Aid and Services Trust (BLAST), Center for Development Communications (DEVCOM Ltd), ActionAid International, UNESCO, and UNDP.

Mr. Ibrahim is currently the evaluation specialist on migration and trafficking with ME&A, Inc., where he oversees final evaluation of USAID's Bangladesh Counter Trafficking-in-person (BC/TIP) program.

Mr. Ibrahim holds a Master's degree in development economics from University of London and a Bachelor's degree in Sociology and Economics with a minor in Philosophy from University of Illinois. He speaks English and Bangla.

Education

MA, Development Economics, London School of Economics, University of London, 2016

BA, Sociology and Economics, Knox College, University of Illinois, 2012

Selected Professional Experience

Evaluation Specialist, Migration and Trafficking, ME&A, Inc., Bethesda, Bangladesh, Dec 2020-Present. Oversees final evaluation USIAD's Bangladesh Counter Trafficking-in-person (BC/TIP) program.

Consultant, Winrock International, Bangladesh, Jan 2020-Present. Manage Ashshash project for men and women who has escaped trafficking in restoring dignity, well-being, and self-sufficiency.

Trainer, UN Migration, International Organization for Migration (IOM), Bangladesh, Oct 2019-Present. Conduct training on migration related legislation for Porttasha Project.

Gender Advisor, Bangladesh Legal Aid and Services Trust (BLAST), Bangladesh, Jun 2018-Dec Present. Provide aid to men and women in gender and diversity. Projects includes:

- *Reviewer, Module Development on Law and SRHR, BLAST, BRAC University James P. Grant School of Public Health, Sep 2018.*
- *Lead Researcher, Law and Policy Review for Gender Diverse Communities, BLAS, Aug 2018-Sep 2018.*
- *Researcher, Service Provider mapping of hijra and Gender Diverse Community Services, BLAST, Jul 2018-Aug 2018.*
- *Researcher, Stakeholder Mapping on SRHR and Hijra Rights, BLAST, May 2018-Jul 2018.*

Sr. Researcher, Center for Development Communications (DEVCOM Ltd), Bangladesh, Oct 2018-Present.

- *Trainer, Migration Related Legislation for Prottysa Project, DEVCOM Ltd, IOM, Oct 2019-Present*
- *Technical Coordinator, Gender and Social Inclusion Assessment Among Ultrapoor Households, DEVCOM Ltd, World Vision Bangladesh, Ukhiya, Teknaf, Jun 2019-Oct 2019.*
- *Associate Researcher, Governance Assessment of Union Development Coordination Committees for Joint Action for Nutrition Outcome (JANO), DEVCOM Ltd, CARE Bangladesh, Jun 2019-Sep 2019.*
- *Lead Researcher, Gender Inclusive Local Economic Development – Prabridi, DEVCOM Ltd, Swisscontact Bangladesh, Jan 2019-May 2019.*
- *Analyst, Baseline Survey of Potential and Returnee Female Migrants, DEVCOM Ltd, Manusher Jonno Foundation, Jun 2019-Oct 2019.*

- Analyst, Longitudinal Survey of Migrant Workers on Recognition of Prior Learning (RPL), DEVCOM Ltd, OIM, Jan 2019-Jun 2019.
- Analyst, Industry Competitiveness of Recruitment Agencies of Overseas Labor Markets, DEVCOM Ltd, Global Fund to End Modern Slavery (GFEMS), Dec 2018-Jan 2019.
- Researcher, Module Developer, National Urban Poverty Reduction Program (NUPRP), United Nations Development Program (UNDP), DEVCOM Ltd, Oct 2018-Mar 2019.

Research Consultant, ActionAid International, Bangladesh, Oct 2018-Dec 2018.
Projects included:

- Lead Researcher, Gender-Based Violence in RMG factories, ActionAid International, 2019.
- Lead Researcher, Violence Against Women in Bangladesh, ActionAid International, 2018.

Lead Consultant, Endline Evaluation of Health, Sanitation and Hygiene, Chanpara Slum Phase II, ActionAid Bangladesh, Aug 2018-Sep 2018.

Technical Coordinator, DEVCOM Ltd, World Vision, Bangladesh, Sep 2018.
Conducted gender and social inclusivity assessment for graduating ultra-poor households out of poverty.

Consultant, Intangible Cultural Preservation and Protection, Shoshone Center for South Asian Excellence, UNESCO, Dec 2017-Apr 2018. Conducted research and consultancy on safeguarding of Intangible Cultural Heritage.

Editor, Compiler, Role of State in Underdevelopment of Bangladesh by Muinul Islam, University Press Limited, Bangladesh, 2018.

Editor, Compiler, Growth Challenges in the Bangladesh Economy by Biru Paksha Pal, University Press Limited, 2018.

Editor, 23rd Anniversary Supplement of The Daily Star, Bangladesh.

Editorial Assistant, The Daily Star, Bangladesh, Jan 2014-Jun 2014.

Sub-editor, Shout, The Daily Star, Bangladesh, Jun 2013-Dec 2013.


Publications

- Spotlight on Violence Against Women in Bangladesh: Trends and Solutions, ActionAid Bangladesh, January, 2019. Available on request from Action Aid Bangladesh. (http://actionaidbd.org/wp-content/uploads/2019/06/spotlight_on_vaw_in_bangladesh.pdf).
- State of Bangladesh Report I- Income Inequality; Centre for Bangladesh Studies (CBS); (http://cbsbd.org/wp-content/uploads/2017/08/Palma-17_AUG_2017.pdf).
- Part of an anthology of academic essays and analytic non-fiction published by ZED Books titled “‘Queer’ Asia – Decolonizing and Reimagining Gender and Sexuality”; edited by J. Daniel Luther and Jennifer Ung Loh; Zed Books 2019, UK.
- Co-author of ‘Practical Handbook for Intangible Cultural Heritage Inventorying in Bangladesh’, UNESCO, presented to the Ministry of Cultural Affairs (MoCA) of the Government of Bangladesh.

Languages

English (good), Bangla (native)

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | Ahmad Ibrahim |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Gender and Labor Migration Specialist |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have a real and/or potential conflict of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No N/A |
| <p>If yes answered above, I disclose the following facts: Real or potential conflicts of interest may include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the DoS operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the DoS operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |


| | |
|-------------------|-------------------------------------------------------------------------------------|
| Signature: |  |
| Date: | 12 / 21 / 2020 |

AN AGREEMENT BETWEEN
AHMAD IBRAHIM
(Name of Individual - Printed or typed)
 AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

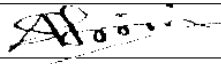
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| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  | 12/21/2020 |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | ALPONA SHIRIN |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Evaluation Assistant |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have a real and/or potential conflict of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No N/A |
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| | |
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| Signature: |  |
| Date: | 1/10/2021 |

AN AGREEMENT BETWEEN

ALPONA SHIRIN

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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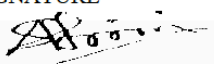
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| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  | 1/10/2021 |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | Chowdhury Rasel Mahmud |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Evaluation Assistant |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
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| | |
|-------------------|-------------------------------------------------------------------------------------|
| Signature: |  |
| Date: | 01-10-2021 |

AN AGREEMENT BETWEEN

Chowdhury Rasel Mahmud

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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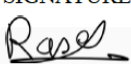
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| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  | 01-10-2021 |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | RAFE AKTER |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Interpreter/Translator |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
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| | |
|-------------------|-------------------|
| Signature: | <i>Rafe Akter</i> |
| Date: | 22/01/2021 |

AN AGREEMENT BETWEEN

RAFE AKTER

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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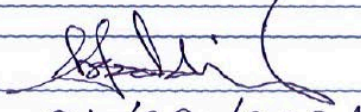
- (a) upon demand by an authorized representative of the United States Government; or
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6. These provisions are consistent with and do not supersede, conflict with, or otherwise alter the employee obligations, rights or liabilities created by existing statute or Executive order relating to (1) classified information, (2) communications to Congress, (3) the reporting to an Inspector General of a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety, or (4) any other whistleblower protection. The definitions, requirements, obligations, rights, sanctions, and liabilities created by controlling Executive orders and statutory provisions are incorporated into this agreement and are controlling.

| WITNESS | | ACCEPTANCE | |
|------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------|------------|
| THE EXECUTION OF THIS AGREEMENT WAS WITNESSED BY THE UNDERSIGNED | | THE UNDERSIGNED ACCEPTED THIS AGREEMENT BEFORE ACCESSING SENSITIVE DATA OF THE UNITED STATES GOVERNMENT. | |
| SIGNATURE | DATE | SIGNATURE | DATE |
| <i>Rafe Akter</i> | 22/01/2021 | <i>Rafe Akter</i> | 22/01/2021 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Name | MOHAMMAD ABU BAKAR SIDDIQUE |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Transcriber/Translator |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
| I have a real and/or potential conflict of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No N/A |
| If yes answered above, I disclose the following facts: Real or potential conflicts of interest may include, but are not limited to: 1. Close family member who is an employee of the DoS operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the DoS operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |

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|-------------------|-------------------------------------------------------------------------------------|
| Signature: |  |
| Date: | 01/22/2021 |

AN AGREEMENT BETWEEN
MOHAMMAD ABU BAKAR SIDDIQUE
(Name of Individual - Printed or typed)
 AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

1. Intending to be legally bound, I hereby accept the obligations contained in this agreement in consideration of my being granted access to sensitive data. As used in this Agreement, sensitive data is marked or unmarked "sensitive but unclassified information" (SBU), including oral communications, that meets the standards set by Office of Management and Budget (OMB) Circular A-130 Appendix 3 and the U.S. Agency for International Development (USAID) Automated Directives System (ADS.) I understand that any data or systems of records protected from unauthorized disclosure by the provisions of Title 5, United States Code Sections 552 (often referred to as "The Freedom of Information Act") and 552a ("The Privacy Act") is/are sensitive data. In addition, other categories of information, including but not limited to medical, personnel, financial, investigatory, visa, law enforcement or other information which, if released, could result in harm or unfair treatment to any individual or group, or could have a negative impact upon individual privacy, federal programs, or foreign relations is sensitive data. The term includes data whose improper use or disclosure could adversely affect the ability of the Agency to accomplish its mission, as well as proprietary data and information received through privileged sources or procurement sensitive or source selection information, as those terms are defined by the Federal Acquisition Regulations.

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| SIGNATURE | DATE | SIGNATURE | DATE |
| | |  | 01/22/2024 |

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| Name | Sanjida Rahman |
| Title | Consultant |
| Organization | ME&A, Inc. |
| Evaluation Position | Transcriber/Translator |
| Evaluation Award Number (or RFTOP or other appropriate instrument number) | BMEL S020 |
| Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable) | Final Performance Evaluation of the USAID Bangladesh Counter-Trafficking-In-Persons Activity |
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| | |
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| Signature: |  |
| Date: | 01/22/2021 |

AN AGREEMENT BETWEEN

Sanjida Rahman

(Name of Individual - Printed or typed)

AND THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

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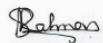
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ANNEX 12: DOCUMENTS REVIEWED

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