

Shakti Samuha Review Report

**Evaluation of the “Empowering Girls and
Women for Prevention and Protection
from Trafficking” project**

**Submitted to
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Acronyms and Abbreviations

AATWIN	Alliance against Trafficking in Women and Children Nepal
CRC	Convention on the Rights of Children
CWIN	Child Workers in Nepal Concerned Center
DDC	District Development Committee
EC	Executive Committee
GAATW	Global Alliance against Traffic in Women
GoN	Government of Nepal
GOs	Governmental Organizations
HIV/AIDS	Human Immune Deficiency Virus/Acquired Immune Deficiency
INGO	International Non-governmental Organization
MDGs	Millennium Development Goals
MoWCSW	Ministry of Women, Children and Social Welfare
NGO	Non-governmental Organization
NWC	National Women Commission
NHRC	National Human Rights Commission
SCNN	Save the Children Norway Neapl
SS	Shakti Samuha
VDC	Village Development Committees
MoWCSW	Ministry of Women Children and Social Welfare
UNODC	????????
NGOs,	Non government Organizations
CBOs	Community Based Organizations
FGD	Focused Group Discussion
IDI	In Depth Interview
SWOC	Strength, Weakness, Oppurtunuty , Constraints
PRS	Poverty Reduction Strategy
WDO	Women Development Office
KTM	Kathamndu
CWS,	Child Welfare Society
IG	Income Generating
UK	United Kingdom

UN	United Nations
IID	Institute for Integrated Development Studies
WOREC	Women's Rehabilitation Center
UNIFEM	United Nations Development Fund for Women

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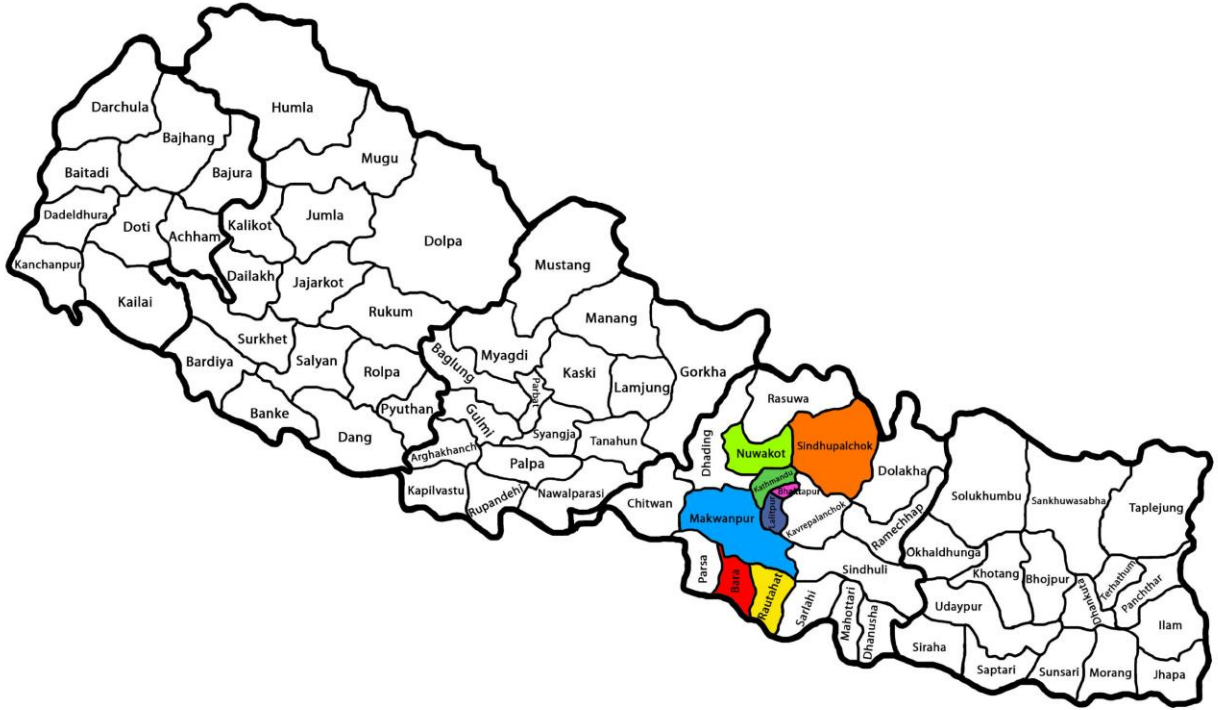
We are grateful to the Executive Committee Members and all the staff of Shakti Samuha who actively participated in the evaluation process.

We would like to express our special thanks to the SS President Januka Bhattraai and her team. We are also grateful to all the stakeholders, survivors, and students for providing their valuable input to the process.

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Homa Thakali Team Leader
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Map of Nepal Showing SS Working Districts



Executive Summary

Shakti Samuha (SS) is an organization formed by a group of survivors of trafficking and violence in 1996 and formally registered in May 2000. The main goal of the organization is: "To empower groups of girls/women who are survivors of trafficking and those vulnerable to trafficking. SCNN is the major donor partner of Shakti Samuha since its inception. SCNN has been supporting for "empowering girls for prevention and protection from trafficking" programmes. The program was internally reviewed regularly on a monthly, quarterly and annual basis. First phase of the programme was reviewed in SCNN's global evaluation on violence and sexual abuse in 2004. Apart from this, the programme has not been reviewed thoroughly Hence, SCNN considered it appropriate to conduct review an effect and impact of the programme by independent consultants. Two external consultants reviewed the programme from 16th September to 15th October in 2008.

FINDINGS AND CONCLUSION

The second phase of the project implemented since 2005 January has quite effectively achieved the goal set by the project. SS work has been significantly contributing to achieve SCNN's Strategic objectives of " prevention and protection from violence and sexual abuse " against children. During the second phase, about 18,261 people have actively participated in the awareness raising, interaction and advocacy activities organized by SS in Kathamndu valley and 5 trafficking prone districts. Likewise, the project has helped to rehabilitate and reintegrate 3,141 trafficking; violence and sexually abused survivors through counseling, rehabilitation and reintegration, 140 poor students are receiving the school support grant.

The nature of the awareness raising and advocacy activities and the manner in which they were conducted in the target areas including the districts have proved effective and has reduced occurrences of trafficking and sexual abuse. This approach has also been effective for **socio** - psychological empowerment of the survivors and created sense of solidarity among the survivors. Counseling is the key approach in SS. It has been relatively successful in confidence building and in making survivors optimistic about their future. However, in regards to counseling skills in the district and central staff there is a need for capacity building by a full time professional counselor. Time management in counseling needs to be increased and improved. The central office counselor is playing varied roles in the organization and counseling is not given priority. SS has the capacity for socio- psychological empowerment of survivors resulting in confidence building and cultivating a sense of dignity. Most members felt that they were socially empowered while they still lagged behind in economic empowerment. Despite several efforts SS has been not very effective in economic empowerment of the survivors. For sustainable reintegration economic empowerment is crucial. SS needs to develop strategic direction with clear vision and strong emphasis on economic empowerment.

The most effective SS approach in reintegration is their survivor friendly behavior, moral support, compatible approach with empathy for confidence building of the survivors. In

the districts SS assembles survivors and school support students in one place with 45 members. This large group approach did not find effective in-group strengthening and economic empowerment. The Evaluation team found that the collaboration network for advocacy and lobbying with like-minded organization and government has been very effective. The women police cell staff and community police were trained how to handle the survivors and for conceptual clarity on trafficking. They interacted regularly and the relationship has been strengthened and now they are working closely with women police cell and in close contact with the community police.

The women police cell refers the survivors to SS if the survivors are in need of safe place to stay. SS has strengthened collaboration with the government in the second phase. Through this collaboration, SS has also been able to run the rehabilitation center set up by the Government. Furthermore, SS actively lobbied and advocated to incorporate survivors perspective in the new law on trafficking. Consequently, It was able to incorporate survivor's perspective in the "Human Trafficking (Control) Act endorsed in 2007.

SS was born from the need of girls to be protected from trafficking to Indian brothels and later it incorporated the circus survivors trafficked to India. Therefore, it is rooted in activism to be protected mainly of the trafficked and circus survivors. As, SS is a proven activist organization girls trafficking established a decade ago, it needs to maintain the spirit of activism on one hand. On the other hand, SS also needs to assess the changing trend of trafficking in foreign countries, like gulf countries and other countries, considering widening scope of work in trafficking by the new Act on trafficking control 2007, the widening definition of trafficking by UN as human trafficking. The organization requires revisiting the vision, redefining target assessing the present trend and context. Enhancement in economic empowerment and improvement in counseling service and skills are essential. SS is looking for ways to balance between activism and enhancement of effective reintegration of the survivors. In the organizational aspect, universal principle of good governance needs to be incorporated.

RECOMMENDATIONS

Redefine specific target: The vision and mission of Shakti Samuha was drawn in a period when trafficking was restricted only to the cases of girls and women taken to brothels. The changing trend of trafficking from brothels and circus work in India has been reducing however, the form of trafficking in foreign employment and the internal trafficking is in the rise. In addition to this the recent definition given by the UN has broadened its scope into human trafficking. Therefore, it is now necessary for Shakti Samuha to revisit their vision and mission. The Review team recommends that SS review its policy on target groups. If SS decides to include all types of trafficking, it will be necessary to develop its capacity accordingly. SS must become

equipped to work at par with other organizations that are already working in the field of foreign employment trafficking issues.

Enhance economic empowerment: A separate unit for economical development is essential for effective reintegration of the survivors. SS has strived activities and events for economic empowerment but not been successful as expected. To strengthen the programme it is essential SS to organize vision-building activities on micro enterprises, income generating activities and finding for more suitable jobs for economic empowerment of the survivors. Furthermore, it is recommended to restructure the organizational form and consider the creation of economical development unit/ department.

Improve counseling skill: Counseling is the key approach for confidence building, to gain the self-respect and to create feeling of optimism to the survivors. The district psycho-socio counselors do not consider themselves as professional counselors and the counseling time of Kathamandu based counselor position is occupies by the program management than counseling. SS needs to improve the counseling skill, as well as the person responsible for counseling should be able to give time for counseling. Creation of position for professional counseling that can give service to the survivors and enhance the counseling skills to the staff would be an effective way out.

Collaborative planning (with donors) for sustainability and synergetic effect: There are many donors other than SCNN and most of the components supported by donors seem to be complementing each other. With these various actors in place, introducing a collaborative planning process is recommended those partners working in long term and if possible involving all the donors. This will enable SS to draw commitment of all supporting agencies to the programme requirements. It will also facilitate the development synergistic effect for the wider cause of working against trafficking.

Governance; To balance between activism of its members and good governance, it is recommended to retain the Executive Chairperson or Executive Secretary from the Board as the key person to keep track of the organization's vision and mission and represent some other board members from different themes.

Approaching change and capacity enhancement of district staff: The district staffs are not capable enough to implement the district programme. The large group approach of assembling the total numbers of survivors in a group is not effective for group strengthening and socio- economic empowerment. Capacity enhancement of district staff is very essential and the survivors should be grouped into smaller group. A group of survivors in a group could be practical and effective. The geographical area can be grouped into several clusters and one responsible person can be assigned to look after the

programmes in each cluster. An example of such a cluster can be Makawanpur, Rautahat and Bara. The cluster manager can be made accountable for all activities of one cluster.

INTRODUCTION:

Shakti Samuha (SS) is an organization formed by a group of survivors of trafficking and violence in 1996 and formally registered in May 2000. The main goal of the organization is: "To empower groups of girls/women who are survivors of trafficking and those vulnerable to trafficking".

SS has specific target areas for implementation of its program in eight districts of Nepal. In Kathmandu, its working area covers 16 slum areas. The specific target groups of these areas are vulnerable girls at risk of trafficking, violence and abuse. SS expects girls in these slums to be empowered and mobilized by themselves to fight against trafficking and other discrimination they face in their community. In the other five districts, namely Rautahat, Bara, Makwanpur, Sindhupalchok, and Nuwakot, SS helps to organize groups of trafficking survivors and capacitates them through various awareness programmes to fight against trafficking and other forms of violence and abuse. SS extends support to all survivors who come into their contact from the target districts. However, to launch awareness campaigns against trafficking, violence and abuses, there are specific Village Development Committees (VDCs) in the districts.

The specific objectives of selecting the VDCs and specify the programs in those particular districts are to make the community aware of these VDCs with high incidences of trafficking. The Shakti Samuha stakeholders are also the community police, women cells of Nepal police in working districts, lawyers, journalist and government agencies.

Shakti Samuha mainly focuses its work on organizing and empowering vulnerable groups of girls/women and their parents from high-risk areas i.e., slums and carpet factories. The organization organizes issue related training and coaching in order to raises awareness, build confidence and capacity of the target groups to protect themselves against trafficking, sexual abuse/exploitation and violence.

The main working approaches including formal education of members and staff of Shakti Samuha include building their own organizational capacity; organizing and empowering survivors and vulnerable groups of girls, lobbying and advocacy with the concerned government agencies for the right of survivors including protection, rehabilitation and reintegration in their families and communities.

SCNN is the major donor partner of Shakti Samuha for their programmes with 44% of the annual budget with Rs 3800000 (please refer to Annex: 10 and 12,) while Asha Nepal, a UK based NGO supports them for running "Shakti Kendra", a shelter for survivor girls and women of trafficking, sexual abuse and violence. Similarly, Anti Slavery extends support for income generation activities of the survivors. Additionally, there are other donors like DAYWALKA foundation that has been supporting for legal

and socio- psycho counseling, Comic relief is supporting to run crises center in pokhara, MoWCSW to run shelter in Sindhpalchok. UNODC for shelter upgrading and Planete Infants for the "women empowerment against trafficking" in Nuwakot district.

Internal review of the programme is carried out regularly on a monthly, quarterly and annual basis. The programmes of SS were included in SCNN's global evaluation on violence and sexual abuse in 2004. Apart from this, the programme has not been reviewed thoroughly by external resource persons. Hence, SCNN considered it appropriate to conduct an effect and impact review of the programme by independent consultants. It is also expected that the leanings from the review will be a basis for modifying the programmes as per contextual need in the future.

1.2 Objective of the Review:

The following are the objectives of this review agreed between SCNN and the team of consultant:

- To assess how far the interventions/activities are effective to achieve the set project objectives for contributing towards the goal,
- To find out how far the project strategies and approaches are appropriate to address the needs and rights of the target group,
- Assess to what extent the programme has been effective in terms of developing collaboration networks and advocacy with likeminded organizations and the government.

1.3 Research questions and methodology:

In order to fulfill the above-mentioned review objectives, the consultants developed research questions based on them and developed the methodology for carrying out the assessment. There were five key questions and four sets of checklist in order to collect the information. The four sets of checklist were designed for SS Board members and the staff; Stakeholders; Kishori Samuha and other beneficiaries.

The following table gives an overview of research questions and the methods

Table 1. Key research questions and the methods

Key Questions	Methodology/tools	Collaborators
1. Have the project objectives been effectively achieved for contributing towards the goal?	<ul style="list-style-type: none"> - Literature review - FGD - IDI - Impact Flow Chart - Case studies <ul style="list-style-type: none"> - Field Observation - Capacity scoring 	<ul style="list-style-type: none"> - Board+staff - Groups (Kishori Samuha) - Beneficiaries (IG & schooling support) - Groups/beneficiaries

2. Have the project strategies and approaches been appropriate to address the needs and rights of the target groups?	<ul style="list-style-type: none"> - FGD/SWOC - IDI - IDI - Case studies - Field Observation 	<ul style="list-style-type: none"> - Groups - Beneficiaries - Stakeholders + - Beneficiaries - Groups/beneficiaries
3. Have the project developed effective collaboration networks and advocacy with other organizations and the government?	<ul style="list-style-type: none"> - FGD - Venn Diagram - IDI 	<ul style="list-style-type: none"> - Board + Staff - Stakeholders
4. What are the areas that you appreciate about the partnership and what are the areas that need to improve?	<ul style="list-style-type: none"> - FGD - IDI 	<ul style="list-style-type: none"> - Board + Staff - Stakeholders
5. What are the institutional strength and areas to improve?	<ul style="list-style-type: none"> - FGD/SWOC - Timeline 	<ul style="list-style-type: none"> - Board + Staff

1.4 Limitation of the Review:

The study focused more on qualitative data, mostly in-depth interviews with important stakeholders. The sample of beneficiary groups were selected from Kathmandu, Bhaktapur and Makwanpur districts where in-depth interviews and the focused group discussions were held. The review team had to rely on the secondary data for the other working districts.

2 BACKGROUND

2.1. Socioeconomic and political context

Nepal is a country deeply rooted in diverse geographical regions inhabited by different ethnic and caste groups. Various forms of discriminatory practices against women such as early marriage, deprivation of educational and career opportunities for girls and women are still prevalent in Nepal. Such a context adds to their vulnerability towards abuse and exploitation. Trafficking is the extreme form of violence meted out on girls and women.

Nepal has ratified the Convention on the Rights of Children (CRC) in 1990, and held the State responsible for protection of children against all forms of sexual exploitation and abuse including incest, child prostitution, pornography, and sale and trafficking of children. The ratification has helped the governmental and non-governmental organizations to look at children in rights based framework. The Interim Constitution of Nepal 2063 (2007) seeks to protect the interest of children and women by conferring on them certain fundamental rights and imposing certain duties on the state in the form of the directive principles and policies of the state. The three-year interim plan has explicitly set an objective "to put an end to all forms of violence and discrimination against women including human trafficking".¹ The Ministry of Women, Children and Social Welfare has established Central and District Child Welfare boards and the National Women Commission at the central level to ensure children and women's rights. However in practice the rights of women and children are still not recognized by society at large.

2.2 Common partnership goals of SCNN and SS

SCN started working in Nepal since 1984 focusing on community development and children in different parts of Nepal. In 1995 self-implemented projects were gradually phased out and SCNN moved towards solely working in partnership with NGOs, CBOs and Governmental organizations. The current SCNN thematic areas in Nepal include early childhood development, basic education, child rights, sexual abuse, exploitation and violence against children, economic exploitation of children and childhood disability. Conflict and HIV/AIDs are lately introduced thematic areas as emerging issues.

Shakti Samuha is a pioneer organization of trafficking survivors. An earlier review conducted by SCNN found the outcome of the 3 years' partnership with SS satisfactory². The staff and members of Shakti Samuha were considered fully committed to working on the issue of trafficking. SS was able to establish itself as an organization of committed

¹Three Year Interim Plan 2007/8- 9/10, GoN national Planning Commission

² SCNN's global evaluation on violence and sexual abuse in 2004

and professional members. Furthermore, SCNN Strategy 2002-2005 includes preventing and protecting children from trafficking and re-victimization through developing community support system. It also mentions assisting Nepali organizations in developing and operationalizing system and procedures for rescue, rehabilitation and re-integration mechanism. Policy, programme and approaches of Shakti Samuha fitted in with these strategies. In fact it has the potential to contribute as an active partner organization to fulfill the strategic objective of SCN. Sexual abuse and exploitation is one of the priority areas of SCNN in its 2006-2009 strategic period. In 2004 the initial phase of the programme implemented by Shakti Samuha from 2002 to 2004 was evaluated as part of SCN's global evaluation on violence and sexual abuse. After the global evaluation SCNN developed 3 years partnership programme with SS, which was implemented from 2005 and 2007³. After completion of the three year agreement the partnership was scheduled for renewal on an annual basis until 2009.

2.3 General Objectives of the Project

The overall goal of the project is to prevent trafficking and protect the rights of trafficking survivors through raising their self respect, confidence and dignity and to advocate for an effective and practical policy in trafficking on behalf of trafficking survivors.

2.4. Specific Partnership Objectives

1. Raise awareness on trafficking among vulnerable groups of girls and children.
2. Organize and empower survivor girls and women of trafficking, sexual abuse & exploitation and violence to fight against it.
3. Advocate against rescue and rehabilitation approaches that affect the survivors negatively.
4. Support survivors of sexual abuse and exploitation and trafficking through counseling, legal support, referral, networking and organize them to advocate for their basic rights.
5. Promote Community based Child protection Committee

³ Save the Children Norway- Nepal programme, project summary and approval

3. KEY FINDINGS

3.1 RELEVENCE

SS is the first trafficking survivors' organization in Nepal. From its inception, SS has advocated issues of protection, prevention, rescue and rehabilitation of survivors. In terms of MDG goals the project is in accordance with MDG goals number 2 and 3, which refer to **Universal Education** and **Gender Equality** respectively. In addition, the 10th National Five-year Plan of the Government and its Poverty Reduction Strategy (PRS) recognized child rights as a crosscutting issue focusing on creating an enabling environment by protecting and promoting the rights of children and eliminating all forms of violence, exploitation, abuse and discrimination against children. SCNN's programme contributes to addresses three of the four pillars of the PRS, especially through supporting basic education to achieve Education For All goal by 2015. It also aims at improving the situation of children and family affected by armed conflict, reducing the vulnerability of children to exploitation and abuse including HIV and AIDS, promoting social inclusion of differently able children and marginalized groups of people in service delivery system. The Interim Plan has explicitly set an objective "to put an end to all forms of violence and discrimination against women including human tracking". All the above references illustrate high relevance of the project in the present context. There are further and continuous link with the National Plan of Action for Children in Nepal 2004/5 to 2014/15, which has clearly prioritized the activities around protecting child rights in general and protection rights of children affected by armed conflict in particular.

3.1.1 PROGRAMME DESIGNING

SS programme is a holistically designed package consisting prevention of trafficking through advocacy, awareness for those vulnerable to trafficking and rehabilitation and reintegration for survivors of trafficking. SCNN is the major donor partner of Shakti Samuha and some other donor partners are complimenting to the successful implementation of the programme.

3.1.2 STRATEGIES AND APPRAOCHES

In line with SS's mission to help the trafficking survivors live in dignity, self-respect, confidence and equity, the main strategy was to root their programme in rights-based approach and empowerment. SS advocates and lobbies for the protection of survivors' rights. SS raises awareness, organizes groups in potential risk areas such as squatter areas of Kathmandu. Since 2006, the programme has focused on empowering girls and women to be actively involved in prevention and protection from trafficking in 5 districts with high incidences. These include: Sindhupalchok, Nuwakot, Makwanpur, Rautahat and

Bara. The nature of the awareness raising and advocacy activities and the manner in which they were conducted in the target areas including the districts have proved effective. There has been a reduction in occurrence of trafficking and sexual abuse. This approach has also been effective for socio - psychological empowerment of the survivors and created sense of solidarity among the survivors of the districts. Through contact and counseling SS developed confidence and provided moral support. The survivors staying temporarily in rehabilitation centers get necessary support from the Center. The most effective SS approach in reintegration is their survivor friendly and compatible approach for confidence building and moral support to the survivors.

However, it was found that the approach for group strengthening and individual empowerment for economic development was not very effective. 45 survivors and school support students gather once every month in one place. This size of group is too large for effective individual empowerment and group strengthening. The case of Makwanpur is taken up as an example, however the same is applicable to the four other districts according to SS. An observation is that in Makwanpur group strengthening approach would be effective if the groups were separated according to the 3 respective VDCs.

3.1.3 OUTPUTS

Awareness Raising and Advocacy Activities

Shakti Samuha provides moral, economic and legal support to the trafficking survivors and generates awareness in the community against trafficking in women and children. It has worked in carpet factories in the Kathmandu Valley and has been working in the squatter areas to raise awareness among women and children through peer education, street theaters, dramas and counseling. Additionally, as mentioned above, since 2006, SS has been working in 5 trafficking prone districts such as Sindhupalchok, Nuwakot, Bara, Rautahat and Makwanpur. SS organizes interaction programme regularly with journalists and teachers on the issues of trafficking, violence and sexual abuse. Interactions are also organized with DDCs and VDCs of the working districts. About 18,261 people have actively participated in the awareness raising, interaction and advocacy activities organized by SS in Kathmandu Valley and 5 working trafficking prone districts.

Awareness raising in Squatter areas: The focus on preventing human trafficking of vulnerable populations, particularly on adolescent girls was initiated in the first phase. SS implemented awareness raising activities forming 16 groups totaling approximately 321 girl members in squatter areas of Kathmandu and Bhaktapur. Most of these girls are either attending schools or colleges or are school dropouts. In the second phase of the programme, the 9 older groups were integrated into Kishori Samuha Network. Through this network the older groups keep in contact among themselves and with SS.

SS approached the squatter areas through the Squatter Dwellers' Protection Committee in the early phase. In the second phase, SS approached squatter areas through Ekata Samaj (women's organization working for women in squatter areas). Videos on trafficking were

shown. Cultural programs, oratory and quiz contests were organized in the target communities. The girls said that by joining the groups and participating in various training they had gained considerable knowledge on the functioning of trafficking—who does it, how it is done and where to approach for help. These activities motivated them to work against trafficking. The training they received on leadership, HIV/AIDS, street drama, reproductive health helped to broaden their understanding of the issues and build their self-confidence.

Reintegration of trafficking survivors in working districts: In addition to advocacy and awareness raising, SS has been organizing survivors in the 5 working districts for "Effective Reintegration of Trafficking Survivors". Shakti Samuha introduced its activities through interaction programmes in the working DDCs, VDCs and communities. According to SS, through the interaction cases of abuse and domestic violence in the communities become visible. Shakti Samuha then starts getting information of such cases from the communities. The evaluation team visited Makwanpur District for field visit. The SS district office has two staff counselors. The districts staff counsels the survivors and organizes them into groups. In 2006, there were 18 circus trafficking survivors and now there are 45 trafficking survivors including the school support group members. Circus survivors and the students who receive school support attend the meetings in groups. Activities during the meeting include group saving and sharing about domestic violence problems. This group meets every first Saturday of each month. The survivors expressed appreciation of the counseling support they have been receiving. They said that they got emotional support and developed a sense of solidarity. The group received orientation on trafficking and training in legal issues. According to the survivors they gained basic knowledge on anti trafficking and reasons for trafficking. An interaction program was organized to make the parents aware about correct behavior with their children. In 2008, SS organized mid western region conference and interaction with 3 VDCs and formed child protection committee in Basamadhi and Handikhola VDCs.

School support programme: About 140 poor students from Kathmandu Valley and survivors and children of survivors from the 5 working districts have been receiving school support grant. The support for children of trafficking, violence and sexual abuse survivors is based on the needs of the students. It includes admission fee, stationery and money for school dresses.

Collaboration, Networking and Lobbying for Advocacy

SS has collaborated and networked with organizations and government institutions working in trafficking, violence and sexually abused children. In the government sector, these organizations include Ministry of Women Children and Social Welfare (MoWCSW), Women Police Cell, Community Police and Human Rights Commission. Similarly, SS coordinates with the working VDCs and DDCs. SS is actively lobbying and advocating through national and global alliances on anti trafficking. .

Government organizations: The representative of the MoWCSW shared that SS has extended support to the government in the area of protection, prevention and

rehabilitation of trafficking survivors. SS is in regular contact with the MoWCSW line ministry. SS is running a rehabilitation shelter in Sindhupalchok in coordination with the WDO of Sindhupalchok and with the support of MoWCSW. It is also a member of Violence Against Women Network under the coordination of MoWCSW. SS is a member of Annual Report Preparation Committee of the Anti Trafficking Section of National Human Rights Commission.

Women police cell and community police: The interaction with the women police cell initiated in the first phase of the programme. SS has organized capacity building with these agencies to enhance their capacity and knowledge regarding trafficking. SS had trained policewomen in the conceptual clarity of trafficking, and how to handle the victims. As a result change in their behavior towards victims was noticed and they have become more cooperative than before. Now, SS has been working closely with the women police cell and community police in the Valley. In the districts they get support from the district police office. Women police cell stated that they were able to contact SS freely and conveniently for support that they require and that can approach any time of the day. They can refer victims of domestic violence and sexually abused girls and women without safe shelter to SS. They are of the opinion that their relationship with SS is steady and consistent whereas with other organizations it is based on occurrence of incidences.

Networking organizations: SS raises issues on their own as well as through the national and international alliances. On national level anti trafficking networking, SS is a member of ATTWIN and at the global level, it is a member of GAATW. SS has established a good working relationship with the members organizations of ATTWIN in Nepal and GAATW in Thailand. At present SS is an active member of AATWIN and a board member of GAATW. Established in 1997, AATWIN has 21 member organizations in the network. It aims to sensitize concerned authorities through lobbying and creating pressure to change policies and strategy concerning reduction of human trafficking. SS have also established links with CWS (Pokhara) for skills training and Saathi for referrals for victims of domestic violence.

Regional and national network of trafficking survivors: SS has formed regional network of trafficking survivors in all the five regions of the country. This has ensured that SS has anti trafficking links from grassroots, districts, region and national to international level networks.

Table 1. Activities and achievements in awareness and advocacy:

SN	Topics	Groups	Numbers Total	Remark
1	Kishori Samuha	16	321	Formed Nava Tara Kihori Samuha Network for old Kishori Samuha
2	Parents	4	45	
3	School Support program		140	For admission fee, stationary, money for school dresses and monthly based on the needs of the students.

4	Orientation on conceptual clarity to High school teachers		60	Organized only in 2005
5	Carpet factory	5	450	Phased out but some survivors and their children are still in contact
6	Participants of regional/ national conferences	6	8000	Formed 5 regional networks in all the 5 regions of the country
	Interaction with journalists		112	Regular
1.	Street drama		1600 (registered viewers)	Carpet factories and government schools
2.	Interaction with DDC/ VDCs		178	In all working VDCs in the districts
3.	Interaction and advocacy with collaboration network.		3055	Regular
4.	Orientation programme with government high school students		400	Teachers and students.
5.	Human rights		150	Members of Kishori groups and trafficking servers of the districts
6.	Life skill training for self defense		150	Kishori Samuha
7.	Total		18,261	

Rehabilitation and reintegration for socio economic empowerment: During the second phase the project helped to rehabilitate and reintegrate 3,141 trafficking, violence and sexually abused survivors through counseling, rehabilitation and reintegration. The rehabilitated women in Kathmandu and the districts perceive the organization as a place for sharing their individual and family problems. They find supportive and companionable environment in SS. Survivors from Kathmandu who have received counseling and rehabilitation support have expressed that the immediate help and support they receive has contributed to their healing, confidence building and developing an optimistic outlook towards the future.

Rehabilitation: SS has been running a safe home in Kathmandu and two shelters in Pokhara and Sindhupalchok. The rehabilitation center in Kathmandu has a capacity for 16 women but at present is housing 20 women. It has the provision of allowing trafficking, abuse and violence survivors to stay from three months to 2 years. Shelters outside Kathmandu are running with the support of MoWCSW and Child Welfare Project/Comic Relief in Sindhupalchok and Pokhara respectively. The evaluation team

visited Shakti Kendra, the Kathmandu based safe home in Dhumbarahi. The safe home programme is supported by Asha Nepal, a UK based organization, with contact office in Nepal. It was established 3 years ago.

The areas for improvement in the rehabilitation center include: need for visiting doctors and professional counselors both in terms of counseling skills and management; separate place for the survivors children and appropriate daily activities for those who come for short stay. The social stigma has compelled the safe home to conceal its true identity from its neighbors. In Pokhara a crisis center for under 18 year old girls is running with the support of Child Welfare Project / Comic Relief. According to the district staff of Sindhupalchok, the shelter initially had a negative image. However, after a series of interactions, sensitization on trafficking issue, the attitude of the community and government bodies has been gradually changing.

School support programme: This support seems to be effective for those children who dropped out of schools because of financial problems. Some school drop outs (due to financial difficulties) have been able to continue their studies after receiving support. Poor and diligent students, children of trafficking survivors and young circus survivors are grateful for the support they have received from the SCNN and SS.

Socio-economic empowerment and reintegration of survivors: SS has helped members to build and maintain their livelihoods. At present, 65 women have received financial support ranging from NRs 35,00 to 30,000 each for income generation (IG) activities. The urban-based survivors are mostly running micro enterprises or small shops. The 43 rural based members have started pig, goat or buffalo raising. Some of the women have received some skills training. Apart from the IG support SS also helps with suitable job search and placement for the survivors.

Shakti Samuha organized a workshop on "Employment Opportunities of Trafficking Survivors" in Kathmandu, targeting private sector and big companies of Nepal. Despite the ample time spent by Shakti Samuha staff on inviting people, the turnout at the workshop was low. On September 19, 2008, SS organized an interaction programme in Kathmandu with the purpose of finding suitable jobs in private and other sectors. SS placed 23 survivors in various places of which 16 are continuing their work. SS has also adopted a policy to give priority to survivors in SS vacancies. At present 22 members are employed with SS in different projects.

Economic empowerment activities in the districts: The economic empowerment activities for survivors include group saving, IG support grant and training for income generating activities. Training received by six survivors of the Makwanpur group include goat and buffalo raising. According to the participants, these training were not effective as they were not based on the need of survivors. The district survivors flagged out new mode of trafficking in those areas. They reported that the trafficking has now moved from India to the Gulf and other countries.

Table 2 Major achievements in the area of rescue, rehabilitation and reintegration

SN	Topics	Total Numbers	Remark
8.	Safe home service received in KTM	385	Supported by Asha Nepal.
9.	Shelter in Sindhupalchok and Pokhara	55	<ul style="list-style-type: none"> • In Sindhupalchok SCNN supported staff and coordination with MWCW at central level and WDO at district level. • In Pokhara with support of Comic Relief
10.	Legal support	10 cases in court	SCNN and DAYWALKA Foundation
11.	Counseling support in districts	600	Counseling by district staff supported by SCNN
12.	Counseling support in KTM	1600	Counseling by Central staff supported by SCNN
13.	Job placement	16	Asha Nepal created position for job placement
14.	Income generating	65	22 for small shops and business and 41 for raising goat, pig, buffalo with SCNN support
15.	Health, Medical	150	Emergency support by SCNN
	Total	3141	

Table 3. Referral for rehabilitation and reintegration in likeminded organizations

SN	Topics	Total Numbers	Remark
16.	Referral for domestic violence survivors	15	Saathi
17.	Skill training for preparation of reintegration	266	UCEP, CWS, Swadhin Sutra
	Total	281	

Research and Documentation: SS conducted a situation analysis of survivors to find out the condition of those living in rehabilitation centers, at home and those living on their own. The study findings show that as most of the families were financially dependent on the survivors they were in dire conditions. The same report pointed out that the survivors are mostly from poor economic background and 80 % of the survivors do not have enough food to eat for 12 months of the year. In 2007, SS conducted a study of women working in restaurants and massage parlors. This research report revealed that the working conditions are demanding and high risk for the women and girls. They are hired without contracts resulting in no job security. The owners are mostly male and they prefer a quick turnover bringing in new faces. The fear of losing their jobs means that the

girls do whatever the owners demand of them. In 2005, SS published guidelines on rescue, rehabilitation and reintegration from the perspective of trafficking survivors.

Member of the policy formulation committee: SS advocated persuasively for incorporation of trafficking issues based on the guidelines they prepared on rescue, rehabilitation and reintegration from the perspective of trafficking survivors. As an active member of the policy formulation committee, SS lobbied, advocated and incorporated perspective of trafficking survivors in the Human Trafficking (Control) Act 2007.

Promote community based child protection committee: The child protection training was organized for guardians in five squatter/slum areas in this quarter. After the training child protection committee (CPC) have been formed in three squatter areas. In the remaining squatter/slum areas, Shakti Samuha has been facing problems in forming the CPCs. Shakti Samuha plans to visit the regular monthly meeting of adolescent girls to form the remaining committees with the initiation of the girls group. Five CPCs have been formed so far but they are not very active yet.

3.2 EFFECTIVENESS AND IMPACT

3.2.1. Raise awareness on trafficking among vulnerable groups of girls and children:

The awareness level on trafficking among vulnerable groups of girls and children has been increased considerably in the working squatter/slum areas and schools in Kathmandu and in the working districts. In the squatter/slum areas, two cases out of four groups visited by the review team were found and rescued by the Kishori Samuha within three days. The school going girls expressed confidence that they would be able to defend themselves against sexual abuses. The girls were also able to help other girls and women in the community from abuse and trafficking.

In the working districts, trafficking to India, sexual abuse and violence activities has been reduced through awareness raising and advocacy activities organized by SS and like minded organizations. In Makwanpur, the impact of awareness raising programmes conducted by SS and other like minded organizations such as Esther Benjamin and Nari Sewa has resulted in reduction in trafficking for circuses and brothels. Likewise, sexual abuse and violence activities have also been reduced in those areas. In one case a young widow became pregnant after being raped by her own brother in-law. Her in-laws forcefully married her to an old man in the neighboring district. With the support of District Police Office of Makwanpur, the girl was rescued and reunited to the rapist after 15 days. The brother in-law have accepted the woman as a wife and staying in a normal condition. Similar experiences were shared about Bara, Rautahat, Sindhupalchok and Nuwakot districts. This indicates that the awareness raising strategies, approaches on trafficking, sexual abuse and violence has been effective. Unfortunately, a new development has been traced in trafficking. The route has now extended from India to the Gulf and other countries.

The Review team recommends that SS review its policy on target groups. If SS decides to include all types of trafficking, it will be necessary to develop its capacity accordingly.

SS must become equipped to work at par with other organizations that are already working in the field of foreign employment trafficking issues.

3.2.2. Organize and empower survivor girls and women to fight against trafficking, sexual abuse, exploitation and violence

SS has effectively organized the survivors from grass - roots to regional and national level. The socio-psychological empowerment was found to effective among the trafficking, sexually abused, violence survivors and adolescent girls with potential risk from the squatter/slum areas of Kathmandu and Bhaktapur. The teenaged girls in the group were able to speak with confidence and had gained more knowledge about trafficking. All the parents interviewed were happy with the behavioral change and increased confidence in their daughters and sisters. Mothers of some Kishori Samuha members said that their daughters were now capable of protecting and defending themselves against abuse. Some of the mothers shared experience of learning from their daughters about reproductive health and ways to tackle pain during the menstruation period. In the districts also the trafficking survivors were psycho-socially empowered. This has been strengthened by the sense of solidarity built from meeting with other girls and women with similar experiences.

Most of the survivors of Kathmandu who were without any family support said that they had gained hope in their lives. The survivors of the districts had a feeling of solidarity meeting others having similar background.

A recent development has been SS' success in tracking trafficking survivors from 49 districts covering all five regions in the country. However, they have also acknowledged the changing face of trafficking from brothel, circus to foreign employment and internal trafficking. SS members have expertise and experience in handling sexually abused and circus trafficking. They do not have practical experience in the new mode of trafficking and violence. This changing mode of trafficking has forced SS to look for options. Either SS needs to redefine their targets or capacitate them to be able to work more competently incorporating this issue. The review team suggests redefining the target groups of SS with appropriate strategies.

3.2.3. Advocate against rescue and rehabilitation approaches that affect the survivors negatively.

Policy influence: SS effectively advocated and lobbied with various collaboration network and advocacy including civil society and government. Government of Nepal has since changed the existing law incorporating many aspects of the guidelines developed by SS against human trafficking which incorporated rescue, rehabilitation, reintegration and socialization. The name of the law has been changed, widening the scope from girl trafficking to human trafficking. Each crime is specifically penalized. For example, if a person commits 3 crimes the penalty is tripled; provision is made for hearing in closed bench and separate hearings of offender and survivor are some major concessions. Establishment of rehabilitation centers with legal support has also been added to the new

law. It is unfortunate that many issues recommended in the SS "guidelines on rescue, rehabilitation and reintegration from the perspective of trafficking survivors" have not been incorporated. The National Report 2006-2007 on trafficking in persons especially on women and children in Nepal, prepared by National Human Rights Commission commented that one of the fundamental weaknesses of the Act is still largely guides "the moralistic approach rather than human rights perspectives " corresponding with SS' comment on the new law of trafficking control. Never the less, assessing the previous policies this new policy has incorporated the voice of the survivors as stated above.

Legal support: SS provides legal support to trafficking survivors from SCNN support as well as under DAYWALKA Foundation's Psycho-Social/Legal Counseling Programme. There were 10 filed cases 5 won and punished the culprits. At present 10 cases are in court.

3.2.4. Support survivors of sexual abuse and exploitation and trafficking through counseling, legal support, referral, networking and organize them to advocate for their basic rights

Counseling: Counseling is the key approach in SS. It has been relatively successful in confidence building and in making survivors optimistic about their future. However, in regards to counseling skills in the district and central staff there is a need for capacity building by a full time professional counselor. Time management in counseling needs to be increased and improved. The central office counselor is playing varied roles in the organization and counseling is not given priority. As a result, the survivors are not getting sufficient counseling in Kathmandu. The district staff, with rudimentary knowledge in counseling do not feel qualified as professional counselors to deal with complicated issues. This was discussed with SS team and they acknowledged this issue.

Socio - economic empowerment and reintegration of survivors: SS members defined empowerment as the ability to make one's own decisions; knowing right from wrong; ability to express one's feelings with confidence and financial independence. SS has the capacity for socio- psychological empowerment of survivors resulting in confidence building and cultivating a sense of dignity. Most members felt that they were socially empowered while they still lagged behind in economic empowerment. Despite several efforts SS has been not very effective in economic empowerment of the survivors. For sustainable reintegration economic empowerment is crucial. The major challenge in the rehabilitation and reintegration of girls who have been in brothels and circus lacked even life skills and basic knowledge on domestic work. SS needs to develop strategic direction with clear vision and strong emphasis on economic empowerment. It is essential to establish separate unit for economic empowerment.

Case Study : 1

A successful beautician: My name is Bina Tamang . I was born in a remote village in Dhankuta. My mother died when I was a child . I came to stay with my aunt who was staying near the new bus park in Gangabu . After arriving in Kathmandu , I was working in my aunt's tea shop. One day a trafficker (I did not know that he is a trafficker) lured

me saying that I could have a good salaried job in Pokhara. He actually reached me to a brothel in Bombay. After knowing that I was put in a brothel, I started acting like a crazy girl. I made the brothel owners tired and was able to escape early in the morning when all the brothel owners and workers were in deep sleep. I went to seek police support. Luckily everything went as I had planned. I returned to Kathmandu within 18 days.

I felt that I had been a brave girl and that people would appreciate what I had managed to do. But it turned out to be the other way round. After arriving in Kathmandu I was considered as an impure girl by the family and community. The day I arrived from Bombay was an extremely painful day for me. With the help of some people I came to know about Shakti Samuha. I stayed here for a few days and went to Pokhara for a three years' vocational training. I chose to be a beautician. After completing two years course and a year long on-the- job training, I came back to Kathmandu. I received NRs 30,000 from SS for IG support. I am now running a beauty parlor and earning about NRs.5000 a month.

Referral: SS is relatively successful in terms of rehabilitation and reintegration. The domestic violence survivors are referred to Saathi. For skills training UCEP, CWS Pokhara and Swadhin Sutra are the main organizations recommended by SS. CWS conducts a three year vocational training course, including a year of on-the-job training. The product of this organization is limited in number but sustainable in terms of socio - economic reintegration.

3.2.5. Promote community based child protection committee: SS started these activities in 2008. Since then, 8 child protection committees have been formed: 3 in the squatter area and 5 in the districts. The committees have not been very active to date.

3.2.6 General Objectives of the Project

The overall goal of the project is to prevent trafficking and protect the rights of trafficking survivors through raising their self respect, confidence and dignity and to advocate for an effective and practical policy in trafficking on behalf of trafficking survivors.

The second phase of the project implemented since 2005 January has quite effectively achieved the goal set by the project. SS programme is a holistic package with advocacy, awareness for prevention of trafficking, rehabilitation and reintegration for the survivors of trafficking, abuse and violence. The project has helped to raise the confidence of trafficking, violence and sexually abused survivors who have come in contact with SS. Preparing the guidelines on rescue, rehabilitation and reintegration from the perspective of trafficking survivors; strengthening the relationship with the collaborative organizations and government; and persuasively advocating the issues of trafficking, SS was able to incorporate practical policy in trafficking on behalf of trafficking survivors in the "Human Trafficking (Control) Act endorsed in 2007". Thus, SS work has been

significantly contributing to achieve SCN's Strategic objectives of "violence and sexual abuse " against children.

As mentioned earlier, the project has been designed as a holistic package with other organizations providing complementary support in the area of rehabilitation, economic empowerment, legal support and counseling. SS needs to improve in the areas of counseling in terms of skill as well as giving preference to counseling services. At present the counselor based in Kathmandu is more involved in the programme management than counseling. In addition to socio - psychological counseling SS needs a professional counselor to provide service for complex cases and to develop the capacity of SS socio - psychological counselors. Economic empowerment is the least successful area in SS programme. Most of the trafficking survivors are from vulnerable and weak socio-economic background. They need multi layers of support, which is obvious to SS and SCCN. The first stage is confidence building and motivation to be optimistic regarding their future. Second stage support entails providing temporary safe place if the survivor does not have a safe place to stay. The third and final stage is economic empowerment to assist them in integrating in the community. SS acknowledges these multi layers/ stages and is working along that line. Their reports reflect that they have been aware of this for many years. The Global Evaluation conducted in 2004 had explicitly stated these issues. SS has also regularly organized various activities, events and workshops for economic reintegration of the survivors. However it has not yet improved. SS needs to realize that these cannot be improved by the present strategies and approaches. Only vision building on economic empowerment with clear strategic direction can make this component effective.

3.3 INSTITUTIONAL FINDINGS

Evolution of SS: SS, formed as a group in 1996 was registered in 2000 finally overcoming many hurdles such as the issue of citizenship. SS started with one part-time and two full-time staff. The idea of forming an organization was born in the minds of the trafficking survivors as a result of a training organized by WOREC, an NGO working on women's issues. Today, SS has a full-fledged programme and is recognized as the first ever organization of trafficking survivors in the world. Starting with carpet factories and a few squatter areas as target areas, now SS has 33 full-time staff and is operational in seven districts including Kathmandu.

The initial support SS received was from MAMAKAS, SCNN and OXFAM. SS initially implemented programmes based on their own knowledge and experience. Now they are strengthening their programme design with research on related issues. In due course of time, SS has received many training including social mobilization and group formation, human rights, leadership, financial management and proposal/report writing. With these inputs, now it has come at par with other professional non-governmental organizations in Nepal. Please refer to Annex:5 for the time-line of SS in relation to programme expansion and donor support. In addition to these support, SS has been receiving, technical support and other kinds of support regularly from example web site-designing,

equipments such as OHP, LCD as per need from SCNN. Further more, SCNN has also been helping to establish linkage with other stakeholders, Asha Nepal is an example.

National and international recognition: SS is a recognized NGO working in the field of trafficking in Nepal and abroad.. SS has 85 affiliated members. The members are all dedicated to the issue of trafficking survivors. When getting recognition even several years of registration became a challenge, the SS EC decided to work on visibility of the organization. They began by searching and exploring trafficking related venues and forum in Kathmandu, proactively participating and making their presence felt. This approached worked well and the NGO and GOs started inviting SS in those forums where the issues and concerns of the trafficking, abuse and violence survivors were in discussion.

The first Survivors Organization: SS is the first trafficking survivors organization in Nepal and in the world. An About 300 visitor visits SS for learning purpose each year. Getting inspiration from SS a group of women from Albania organized in a similar way. Furthermore, two groups of trafficked women from Thailand and India informed SS that they are in the process of establishing organization after getting inspiration from SS. The representative of the MoWCSW informed the review team that getting inspiration from SS a group of domestic violence survivors established organization recently in Kathmandu.

Governance: The constitution of SS is the overall guiding document with provisions for the General Assembly, Executive Committee and other sub-committees as per requirement. On the one hand, the activities of SS appear to be more of "campaign" than an organized set of efforts. Then there is the issue of four Executive members, who are also working as full time staff with SS. Hence; a need is seen for SS to balance between a movement oriented and an organizational set up. Good governance in practice needs to be maintained.

Not all the board members are equally well versed on SS's vision and mission. Rather they are very concerned about the rights of trafficking survivors. There are also instances of Executive members are not being aware of scope of decision making at the Board and the staff levels. If such situation prevails possibilities of misunderstanding will increase which may lead to reduced enthusiasm or even a split within the organization. In order to create ownership to the vision and mission of the organization, immediate measures need to be applied. This could also facilitate the building up of second-line leadership.

Several internal rules and regulations guiding the financial and administrative matters exist. The computerized financial system seems to function well and competent people have been assigned to the task. However, compliance with some of the financial and administrative regulations can prove to be a challenge. For example, disbursement of second advance only after settling the first advance; issuance of cheque for more than NRs. 10,000.00; purchase of goods and materials worth more than NRs. 5,000.00 by

collecting three quotations. Such issues need to be sorted out in close consultation with the finance and administrative staff.

Institutional Memory (documentation of impact): SS has published some important documents which include introduction to SS; hardships faced by the trafficking survivors. There are the regular project reports. Please refer to Annex:6 for detail list of SS's publications.

Studying the evolutionary process of SS, there are many lessons that other organizations and individuals could learn from. These lessons will be valuable for the future leadership of SS. As SS is the first of its kind in the world, other organizations stand to gain from their experience.

So far, SS has documented the impact of its work only in the form of report to the donors. However, documenting such impact and disseminating to a wider level would obviously be helpful in building on the movement further nationally and globally.

Human resources: There are six core staff members of SS, who provide strategic direction to the programmes supported SCNN and other organizations. Among these six, five are paid from the SCNN grant. There are several staff members assigned to various other programmes. Please refer to Annex 7 for staff and their project responsibility. There are 12 staff members working for the programme supported by SCNN whereas 25 staff members work for programmes supported by other donors. Considering the support provided by various other donors, there is not significant financial support for the core staff. (Comparatively, the financial support to the core staff is insufficient when considering the compensation provided for the support staff by other donors.) The core staff are overworked risking the quality of strategic direction. Staff fatigue is also an important issue that needs to be considered.

Case study 2

Too Busy Core staff: The core staff have to go out of the valley every week, which means neglecting their family responsibilities. A case in point observed was the instance of some core staff that had just returned to Kathmandu from a field visit to another district and the very next day they had to leave for another field visit to another district.

In the district, the staff lack required strategic competencies to deal with programme components. They are capable for day to day running of the programme. However, if any complications arise, they will need help from the center.

Institutional relationship with Shakti Milan (SM) and cluster approach: Shakti Milan is an off-spring of SS, which now has become a legal entity. Both the organizations have very good relationship. They seem confident in many aspects, such as handling finance, running the programmes and even developing plans and activities. SS provided support in the initial period to SM particularly in handling finance, which they can now handle independently.

It is good (beneficial for all concerned) to create synergy through collaboration among similar organizations. However, having one main contact organization between the donor and other organizations for the purpose of (approving) passing plans and reports (seems to create an unnecessary level of hierarchy) gives an impression of subordination to member organization. Hence, it is recommended that the donor establish direct relationship with concerned organizations in regards to formulation of agreements, financial and reporting requirements.

For ensuring the synergy, similar to the collaborative planning process with donors, it is good to maintain the same approach between SS and SM too. This would enhance the complimenting areas to work together in a coordinated approach.

Capacity enhancement of district staff: Until now, the center provides overall support to the district staff. Due to the lack of competency of district staff, it was observed that even for a meeting with the district stakeholders, the staff from centre has to go to the districts. Additionally, the district staff do not consider themselves to be professional counselors. It appears that there is no mechanism to anchor the groups, as SS keeps even the minutes of the group meetings. A single large group can be difficult to handle so it is recommended that smaller groups are formed and coached on how to run a group in an organized manner making way for sustainability. Once such groups are formed, simultaneously linking with various other support agencies in the locality becomes the obvious next step. In this sense, SS needs to play a catalytic role at district level. In order to achieve this, the district staff need to be capacitated in running the programme accordingly.

3.4 Developing collaboration network and advocacy with likeminded organizations and government

The Evaluation team found that the collaboration network for advocacy and lobbying with like-minded organizations and government has been very effective.

Government/ Ministry of Women Children and Social Welfare (MoWCSW): In the first phase of the programme SS initiated coordination with the Ministry. In the second phase the relationship with the Ministry was strengthened. SS has maintained a good relationship with the MoWCSW. Coordination and collaboration between Shakti Samuha and MoWCSW has increased. Shakti Samuha has started partnership with the Ministry. With the support of these collaboration, SS has been able to run the rehabilitation centre set up by the Government. The representative of the MoWCSW informed the review team that getting inspiration from SS a group of domestic violence survivors established organization recently in Kathmandu. The government believes that SS has supported their work through actively addressing the issues of trafficking, abuse and different types of violation against girls and women. The government also believes that SS has supported their work through actively addressing the issues of trafficking, abuse and different types of violation against girls and women. As a token of recognition, in 2007 the Ministry awarded SS for its successful work on Anti Trafficking Day. This year the former chairperson and member of the Executive Committee, Anu Tamang was

awarded for her dedication towards the issue of trafficking. Acknowledging, SS' contribution in the field of anti trafficking, SS is invited to participate in any event such as organizing meetings, workshops and formation of task force and committees. Furthermore, SS is also a member of Violence Against Women Network under the coordination of MoWCSW.

Women police cell and community police: SS initiated working with women police cell and community police during the first phase. In the second phase the relationship was further strengthened. Many cases of trafficking survivors were referred from women police cell. The women police cell and SS has regular contact with each other. They stated that they feel free and convenient to contact SS for supports they require. Because they get support any time of the day they approach. Women police cell refers the victim of domestic violence and sexually abused girls and women to SS if the victim does not have safe place to stay. They have a feeling that the relationship with other like minded organizations are event based but with SS the relationship is steady and consistent.

Other Agencies: SS is a member of Annual Report Preparation Committee of the Anti Trafficking Section of National Human Rights Commission.

Networking

SS has developed a good network with the organizations working in the field of trafficking such as AATWIN in Nepal and GAATW in Thailand since the first phase of the programme. They have also established links with CWS (Pokhara) for skills training and Saathi for referrals for victims of domestic violence. SS has formed regional network-tracking trafficking survivors in all the five regions of the country. Thus, SS has established links from grassroots, districts, region and national to international level networks on anti trafficking.

AATWIN: In the first phase AATWIN was playing guardian role to build up the organizational capacity of Shakti Samuha and provided required technical support. Now Shakti Samuha is fully competent to raise the issues on its own and in the Alliance. At present Shakti Samuha is a board member of AATWIN . Shakti Samuha was proposed as the coordinator of AATWIN acknowledging its organizational capacity.

GAATW: Although, SS was a member of GAATW, the membership of SS was limited only to the GAATW Secretariat during the first phase. In the second phase the relationship of SS with GAATW was strengthened. SS is the board member of GAATW.GAATW introduced SS to relevant forums and organizations. Participation of SS has been increased in GAATW activities.

4. STRENGTHS, WEAKNESSES, ISSUES AND CHALLENGES

4.1 STRENGTHS

Survivors' organization: The basic strength of SS is that it is the survivors' organization, where all the members and staff have high level of dedication and commitment to the issues and its cause.

Equal Participation: SS has developed a culture of equal participation in the organization. Everybody was given a chance to express themselves. They have been given equal opportunities for training and other programs. There was no feeling of competition nor domination among them. The Chairperson position is changed on rotational basis among the members every two years.

Compatible relationship: SS works compatibly with its target groups, supporting organizations, stakeholders, local police, networking organizations and various individuals they come in contact with. They are firm, persistent and persuasive when it comes to raising and promoting their issues but they are able to maintain cordial relationship.

Program designing : . The designing of the program is holistic in nature. It strives to protect the survivors' rights by influencing policy changes with their proactive involvement. Their efforts are aimed at reducing trafficking through awareness raising and confidence building. They work at reviving self respect and dignity of the survivors through the process of rescue, rehabilitation and reintegration. It must be mentioned here that the reintegration part calls for a wider area of improvement.

4.2 Weaknesses

Ineffective working approach in districts; In Makwanpur , it was observed that there was a single group of 45 members in the district. Such a large group consisting of members with diverse backgrounds and purposes (survivors and school support group) will bring up enormous challenges and opportunities for developing their capacities could be questionable. In addition, SS has been managing the group itself instead of strengthening the group and setting up management mechanism.

Counseling: In spite of the fact, that counseling is a major activity in the programme, it is seen that there are many areas for improvement. For instance, SS has not yet established the case history record keeping system. In psychological counseling the counselor monitors the improvement of the client by studying the past records including the initial,

middle and the closing stages. At district level, the staff do not consider themselves as not professional counselors. The central level counselor is multi tasking, taking on administrative and management responsibilities in addition to that of the counselor.

Administrative management (performance appraisal system):SS does not have performance appraisal system in place. Introducing performance appraisal system for each staff would facilitate staff development. Capacity building programme for staff on need basis should also be designed. This would facilitate the development of second-line staff members too.

Lower educational qualification was one of the weaknesses of SS especially while attending international seminars, donor meetings, dealing with visitors and writing proposals. They are of the opinion that their low educational status and inability to speak English has hampered their work especially in fund raising, which is a very competitive area. However they submitted proposals and annual reports to SCN in Nepali and of much better quality than the ones written in English by other partners. To overcome these difficulties most of the EC members are studying for higher qualification. They are taking on this challenge in addition to raising small children and handling heavy workload at the office. In 2008, Shakti Samuha conducted English language training for the staff to build their capacity in English language. Nine staff members of Shakti Samuha attended the training.

5 ISSUES AND CHALLENGES

Redefining the target group: These days trafficking has been spread to urban areas of Nepal (internal trafficking), Middle East, South East Asia and other countries of the world. While SS is a trafficking survivors' organization, its members are limited to brothel and circus returnees. In order to widen its scope of work, it needs to redefine its target group. In the light of the UN definition, the scope of trafficking has also been widened.

Economic empowerment of survivors: The reintegration part such as job placement and income generation need improvement from the vision, planning, content input and budget perspectives. Only 5 % of the budget goes to income generating activities. SS research and other reports revealed that, the issue of economic empowerment has been crucial in the integration of the survivors. In many cases, even if the survivors' families are identified and located they do not easily accept the survivor's families. In addition to lacking familial support, trafficking survivors do not have the life skills, which poses another major challenge in their rehabilitation process. It is therefore considered very important that practical income generation and other life skills programmes are introduced for the survival and reintegration of the target groups.

Gender discrimination: The IIDS and UNIFEM (2004) study report points out gender discrimination as one of the root causes of trafficking. Furthermore poverty, inequality,

and unemployment are also included as root causes of trafficking. Findings from the stakeholders' perception support these statements from IIDS and UNIFEM. The patriarchic system in turn is the root cause of gender discrimination. Gender discrimination is experienced and practiced through the cross section of the Nepali society and is not restricted to the impoverished families and communities. Most of the abuse and violation are rooted in the discrimination and domination of women and girl child. It is recommended that incorporating the gender issue in the programme package would be add value to this programme.

Sustainability: SS needs to be innovative, in order to give equal focus to each project component like awareness, advocacy and reintegration. Creating relevant departments/themes is an issue that will need to be looked into in the future. Similarly, anchoring the district program is a challenge. Grouping individual members who are in nearby locations can improve the functioning of the group. Clustering the districts might support the managing of the program in various districts. Therefore some of the immediate issues that need to be dealt with include how several groups can be formed in one district and how a cluster of districts can be created. At a later stage, linking such groups with locally based support organizations to develop the receptive capacity needs to be taken into consideration. This would then enable the groups to function on their own.

Careful selection of donor/ support organizations:SS needs to be careful in identifying genuine supporters who will help them to make a breakthrough in their issues. The risk is that 'fake supporters' maybe on the lookout for using organizations such as for the benefit of the abuser/traffickers. SS also has to take on the challenge of garnering the support of political parties at the local level. SS may move away in different direction, which is their control.

Governance: The issue of EC members working as full time staff is not in accordance with the principles of good governance. The SS needs to take this up and find a balanced approach for involving the visionary members in the EB and create forums/space for such members to work as full time staff. Maintaining activism through introducing good governance principles is a challenge for SS.

Organizational Management: The need for professional organizational management in SS is a burning issue. The organization needs to urgently look into the capacity building of its members and staff. This would demand a thorough need assessment for capacity building. Managing time of key staff and members is a challenge to overcome in the future. Input of professional staff/ technical staff in the area of counseling, IG or enterprise development is lacking.

6. CONCLUSION AND RECOMENDATION

6.1 CONCLUSION

The second phase of the project implemented since 2005 January has quite effectively achieved the goal set by the project. SS is known as issue focused, ground based organization in Nepal established by trafficking survivors for the prevention of the trafficking and protection of trafficking survivors. Through advocating, lobbying and active involvement in policy formulation SS was able to incorporate survivor's perspective in the " Human Trafficking (Control) Act endorsed in 2007.

The nature of the awareness raising and advocacy activities and the manner in which they were conducted in the target areas including the districts have proved effective and has reduced occurrences of trafficking and sexual abuse. This approach has also been effective for **socio** - psychological empowerment of the survivors and created sense of solidarity among the survivors of the districts. The most effective SS approach in reintegration is their survivor friendly, compatible approach with empathy for confidence building and moral support to the survivors. In the districts SS assembles survivors and school support students grouped in one place with 45 members. This large group approach did not find effective in-group strengthening and for economic empowerment.

Counseling is the key approach in SS. It has been relatively successful in confidence building and in making survivors optimistic about their future. However, in regards to counseling skills in the district and central staff there is a need for capacity building by a full time professional counselor. Time management in counseling needs to be increased and improved. The central office counselor is playing varied roles in the organization and counseling is not given priority. SS has the capacity for socio- psychological empowerment of survivors resulting in confidence building and cultivating a sense of dignity. Most members felt that they were socially empowered while they still lagged behind in economic empowerment. Despite several efforts SS has been not very effective in economic empowerment of the survivors. For sustainable reintegration economic empowerment is crucial. SS needs to develop strategic direction with clear vision and strong emphasis on economic empowerment.

SS was born from the need of girls to be protected from trafficking to Indian brothels and latter it incorporated the circus survivors trafficked to India. Therefore, it is rooted in activism to be protected mainly of the trafficked and circus survivors. As, SS is a proven activist organization mainly of girls trafficking established a decade ago, it needs to maintain the spirit of activism on one hand. On the other hand, SS needs to assess the changing trend of trafficking in foreign countries, like gulf countries and other countries, widening scope of work in trafficking by the new Act on trafficking control 2007. The organization requires revisiting the vision, redefining target assessing the present trend and context. Enhancing in economic empowerment and required improving in counseling service and skills. SS is looking for ways to balance between activism, enhancement of effective reintegration of the survivors. In the organizational aspect, universal principle of good governance needs to be incorporated.

6.2 RECOMMENDATIONS

Programmatic Recommendations

Redefine specific target: The vision and mission of Shakti Samuha was drawn in a period when trafficking was restricted only to the cases of girls and women taken to brothels. The changing trend of trafficking from brothels and circus work in India has been reducing however, the form of trafficking in foreign employment and the internal trafficking is in the rise. In addition to this the recent definition given by the UN has broadened its scope into human trafficking. Therefore, it is now necessary for Shakti Samuha to revisit their vision and mission. The Review team recommends that SS review its policy on target groups. If SS decides to include all types of trafficking, it will be necessary to develop its capacity accordingly. SS must become equipped to work at par with other organizations that are already working in the field of foreign employment trafficking issues.

Enhance economic empowerment: A separate unit for economical development is essential for effective reintegration of the survivors. SS has strived activities and events for economic empowerment but not been successful as expected. To strengthen the programme it is essential SS to organize vision-building activities on micro enterprises, income generating activities and provide appropriate trainings (capacity building for the survivors) for empowerment of survivors. Furthermore, it is recommended to restructure the organizational form and consider the creation of economical development unit/ departments. This would require a key person to manage overall as Director and all the departments to be led by a competent content expert. These departments can also further be sub-divided. The main reason for introducing various departments is to give equal focus to every component of SS in order to achieve greater impact and enhance the economic empowerment.

Improve counseling skill: Counseling is the key approach for confidence building, to gain the self-respect and to create feeling of optimism to the survivors. The equitable atmosphere, compatible approach and feeling of solidarity among the survivors of the organization is playing significant role for confidence building of the survivors than the counseling. The district socio psychological counseling do not consider themselves as professional counselors and the time of Kathamandu based counselor position is occupies by the program management than a counseling. SS needs to improve the counseling skill, as well the person responsible for counseling should be able to give time for counseling. Creation of position for professional counseling that can give service to the survivors and enhance the counseling skills to the staff would be an effective way out.

Collaborative planning (with donors) for sustainability and synergetic effect: There are many donors other than SCNN and most of the components supported by donors seem to be complementing each other. Asha Nepal and Child Welfare / Comic Relief are supporting the rehabilitation programme in Pokhara. Asha Nepal has also been supporting the livelihood component by finding suitable jobs for the survivors. Free the Slave has appointed a staff for marketing research with the purpose of improving the IG programme. With these various actors in place, introducing a collaborative planning process is recommended those partners working in long term and if possible involving all

the donors. This will enable SS to draw commitment of all supporting agencies to the programme requirements. It will also facilitate the development synergistic effect for the wider cause of working against trafficking.

Institutional Recommendations

Approaching change and capacity enhancement of district staff: Forming smaller groups and coaching them how to run a group in an organized manner will strengthen the sustainability factor. Once such groups are formed, simultaneously linking with various other support agencies in the locality will be the next step. Therefore, SS will need to play a catalytic role at district level. In order to achieve this, the district staffs need to be capacitated in implementing the programme accordingly.

The geographical area can be grouped into several clusters and one responsible person can be assigned to look after the programmes in each cluster. An example of such a cluster can be Makawanpur, Rautahat and Bara. The cluster manager can be made accountable for all activities of one cluster. The role of central staff can then be reduced, which means that they focus more on other activities in their own department. The Centre still appears to lack 2-3 staff that can give technical input.

Governance: Following several deliberations with the Executive Committee members and referring to the practices of other activist organizations, it is recommended to retain the Executive Chairperson or Executive Secretary from the Board as the key person to keep track of the organization's vision and mission. For mutual sharing and growing together, one more member of the Committee should be given both positions.

In order to secure the usual support, it is recommended that the remaining board members relegate their positions in the Executive Committee and become full time staff. Again, for ensuring continued support, these staff members can function as leaders of the various core/thematic groups. They can provide suggestion and guidance to the Executive Board. In this way, it is envisioned that SS can maintain the balance between activism of its members and good governance. The other rules and regulations need to be amended in accordance with universally accepted norms and practices. The involvement of the concerned senior staff members in this process is crucial.