RESPOND > SOLVE > EVOLVE

A LANDSCAPE AND SOLUTIONS STUDY FOR A STRONGER ANTI-HUMAN TRAFFICKING ECOSYSTEM IN INDIA

SATTVA
Delivering High Impact

Kamonohashi Project

Reflexive Lenses Consulting

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ACKNOWLEDGEMENTS

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PREFACE

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Over the nine-year journey of Kamonohashi Project to support Civil Society Organizations (CSOs) in India working against human trafficking, it was encountered with questions to make funding decisions that will result in sustainable improvement in communities affected by trafficking and will be supportive to systems that are dealing with meso and macro issues that cause vulnerabilities. We have tried to base our decisions on support based on what has been the developments in the context, the progress achieved in previous years, approaches that proved to be more successful than others or learning from previous funding decisions that did not work. The more we engaged with other philanthropic organisations or institutional agencies working in the same domain, the more we realised that everyone has the same questions, everyone bases their decisions on whatever information is available or they have access to, and everyone feels the lack of data and a holistic picture. While these demands may be pertinent for many other developmental issues, with trafficking, the challenge is even greater because when it comes to systems analysis on the issue of human trafficking, one needs to look at the developments in multiple states. One needs to learn from the variances in policy or legal effectiveness between various states and also see the similarities which help in discerning issues that may be local, regional or national.

The other critical issue that every funding organisation has to engage with are choices of partnership with organisations. Diligence in organisational management, credibility and the organisation's strength in reach and connect with the community are some of the parameters one chooses to form such

relationships. Sometimes, we assume that passion and will are enough to enable organisations to achieve their missions and goals and create the impact on the context. We may sympathise with the challenging conditions that many grassroots organisations works in. There have been several efforts in the past for the leadership of such organisations to form networks. In order to build collective impact model, we ask ourselves, "What would be supportive to strengthening collective leadership in the social sector?"

The third most critical question that we ask ourselves while making decisions on funding is the participation and leadership of survivors of human trafficking in anti-trafficking work. We base our funding decisions on how survivors engage, participate and lead actions and work in partnerships with activists and social workers. While the value of empowering strategies (as opposed to dependency fostering protectionism) is shared by all international agencies, the bigger challenge is learning technologies and change processes that can transform victim-saviour relationships between organisations and survivors' communities to one that is more equitable and positioned on strengths-based partnership, wherein one recognises and values the resource in the other.

> " **What would be supportive to strengthening collective leadership in the social sector?** "

In order to aid our organisational knowledge for better decision making on funding and collaborations, we approached Sattva Consulting and Reflexive Lenses to conduct two separate but linked studies. The first, conducted by Sattva Consulting is to build a holistic picture on human trafficking in India through the eyes of organisations working in the sector, across states, and hear from them what their experiences have been, what approaches they have found effective or

challenging, how they view the impact of their work in the communities they work in and how that may have impacted the larger system, and the outcomes thereof. The second research, conducted by Reflexive Lenses and led by Ashok Malhotra, is a leadership study that uses the Existential Universal Mapper, an individual and organisational profiler, to understand how the leadership in this sector is disposed to view systems, take on roles, deal with ambiguities and uncertainties and what may be fostering or hindering for them to work in larger collectives or networks.

Kamo acknowledges the most critical role played by 59 organisations in India who expressed their interest and desire to partner with Kamo and who agreed to participate in this research to help Kamo design its funding portfolio for the next five years in India. This report, we hope, is valuable to them as a learning and reflective instrument in itself, and also to philanthropic and funding organisations working in India. We understand this report is a heavy read, and with Sattva Consulting, Reflexive Lenses and Change Mantras, Kamo will offer programmes and tools to demystify the report into smaller pieces over the next few months to generate discussions, consultations and collective reflections that, we hope, will foster greater collaboration amongst the frontline leadership and support agencies, and the state agencies, and most importantly, with communities and survivors of human trafficking.

Do write to me, Sattva Consulting or Reflexive Lenses with your thoughts, reflections and questions. We are committed to dialogue.

ABBREVIATIONS

HT	Human Trafficking
AHT	Anti-Human Trafficking
AHTU	Anti-Human Trafficking Unit
BSF	Border Security Force
BLCPC	Block level Community Protection Committee
CBO	Community Based Organisation
CID	Crime Investigation Department
CLTS	Child Labour Trafficking System
CPC	Child Protection Committee
CSEC	Commercial Sexual Exploitation of Children
CVC	Community Vigilance Committee
CWC	Community Welfare Committee
DAC Network	Development Assistance Committee Network
DCPO	District Child Protection Officer
DEO	District Education Officer
DLSA	District Legal Service Authority
DPO	District Prosecution Officer
DSWO	District Social Welfare Officer
EUM (I/O)	Existential Universe Mapper (Individual/Organisation)
FIR	First Information Report
FGD	Focus Group Discussion
ICPF	Indian Child Protection Fund
ICPS	Integrated Child Protection Scheme
IAHTU	Integrated Anti-Human Trafficking Unit
ILFAT	Indian Leadership Forum Against Trafficking
JJC	Juvenile Justice Committee
MEA	Ministry of External Affairs
MHA	Ministry of Home Affairs
MLA	Member of the Legislative Assembly
MOU	Memorandum of Understanding
MP	Member of Parliament
MSD	Ministry of Skill Development
MWCD	Ministry of Women and Child Development
NALSA	National Legal Service Authority
NCRB	National Crime Records Bureau
NGO	Non-Governmental Organisation

NHRC	National Human Rights Commission
NSDC	National Skill Development Corporation
OECD	Organisation for Economic Co-operation and Development
PC	Procedure Correction
PIL	Public Interest Litigation
POCSO	Protection of Children from Sexual Offences
RTI	Right to Information
SOP	Standard Operating Procedures
SLSA	State Legal Service Authority
TOC	Theory of Change
UNODC	United Nations Department of Drugs and Crime
VC	Victim Compensation
VLCPC	Village level Community Protection Committee
2P4R	Prevention, Rescue, Rehabilitation, Prosecution, Reintegration, Research and Advocacy

TAXONOMY

HUMAN TRAFFICKING: According to The United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons (UN TIP Protocol), Human Trafficking is defined as- The recruitment, transportation, transfer, harbouring 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 the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery, or practices similar to slavery, servitude or the removal of organs.[1i]

SEX TRAFFICKING: The recruitment, harbouring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act.[2]

LABOUR TRAFFICKING: Labour Trafficking is a form of modern-day slavery in which individuals perform labour or services through the use of force, fraud, or coercion. Labour Trafficking includes situations of debt bondage, forced labour, and involuntary child labour.[3]

OECD-DAC FRAMEWORK: The framework to evaluate programmes and projects based on DAC criteria: Relevance, Effectiveness, Efficiency, Impact, Sustainability as laid out in the DAC Principles for Evaluation of Development Assistance.[4]

IMPLEMENTING ORGANISATIONS: An organisation dedicated to furthering a particular social cause or advocating for a shared point of view at a local, national, or international level.[5]

MODERN SLAVERY: The situations of exploitation that a person cannot refuse or leave because of threats, violence, coercion, abuse of power or deception, can be referred to as slavery, for example, debt bondage, where a person is forced to work for free to pay off a debt, child slavery, forced marriage, domestic servitude and forced labour, where victims are made to work through violence and intimidation.[6]

GROOMING: Grooming is the process traffickers use to control and manipulate someone into human trafficking. Although the specific actions are different, traffickers usually follow the same steps: gain the victim's trust, provide for the victim's needs, isolate the victim, force the victim into trafficking.[7]

PREVENTION: Prevention seeks to reduce the vulnerability of individuals to being trafficked. It includes programmes that mobilise communities and create awareness of trafficking and women's rights, proactively reduces all crimes against women, works with the children of sex workers to prevent second generation prostitution and decreases the demand for paid sex through school-based gender sensitisation and/or community engagement.[8]

RESCUE: Rescue operations are the removing of a trafficked individual from under the control of the trafficker or brothel owner, to prohibit any future exploitation.[9]

REHABILITATION: Rehabilitation includes interventions providing safe shelter for victims with basic inputs of food, clothing, counselling, medical care, legal aid, vocational training and income generation activities etc.[10]

PROSECUTION: Prosecution activities refer to assistance with strengthening criminal-justice systems, effective law enforcement and criminal-justice institutions and achieving greater conviction rates.[11]

REINTEGRATION: Reintegration programmes are specific to restoring the victim into the family/ community (if she so desires).[12]

REPATRIATION: Effort for safe repatriation of cross-border survivors of Human Trafficking to their country of origin.[13]

RESEARCH AND ADVOCACY: Programmes including creation of commons, influencing policy ecosystem and advocacy efforts, developing 'big data' about trafficking flows etc.[14]

SERVICE DELIVERY APPROACH: The key dimensions of service delivery includes the utilisation of resources for the results-orientation of service delivery processes, these results are measured by accessibility, utilisation and quality of services; and effectiveness or impact, in terms of tangible outcomes of service delivery.[15]

SYSTEMIC CHANGE APPROACH: Change that is fundamental and affects how the whole system functions is referred to as system change.

THEORY OF CHANGE: A comprehensive description and illustration of how and why a desired change is expected to happen in a context.[16]

EUM(I): A tool that looks at the evolution of an individual during their journey as an organisation leader.[17]

EUM(O): A tool that looks at the evolution of an organisation working on AHT.[18]

HART'S LADDER OF PARTICIPATION: Hart's Ladder of Participation is an instrumental framework in the Youth Engagement discourse globally and forms crux of numerous interventions devised in the international sphere of youth engagement. By deploying a socioeconomic freedoms lens, Hart distinguishes 'decorative' tokenism from the holistic and empowering modalities of meaningful participation.[19]
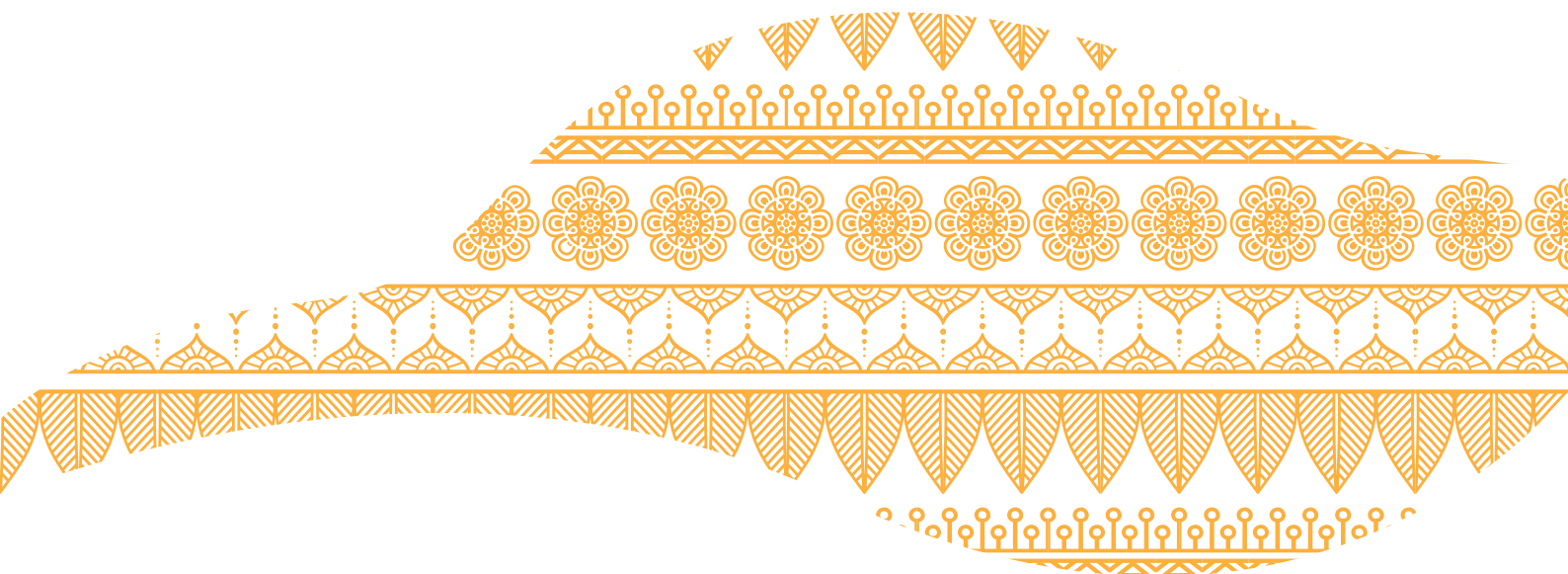
Executive
Summary

Human Trafficking (HT) manifests itself in various forms such as forced labour, bonded labour, sex trafficking, child trafficking, involuntary servitude and debt bondage. In India, the highest incidences of HT are concentrated among the marginalised and vulnerable communities—it is estimated that about 10% of the 200 million Dalits in India are trafficked.[20] HT also enables modern slavery—according to the Global Slavery Index (2018), India ranks 53rd amongst the analysed 167 countries with an estimated 6.1 people living in modern slavery for every 1000 people, when extrapolated this translates to approximately 8 million people experiencing modern slavery in the country.[21]

10%	**53rd**	**6.1**
of the 200 million Dalits in India are trafficked	rank amongst the analysed 167 countries	people for every 1000, live in modern slavery

The problem of HT is multidimensional—to be effectively addressed, it requires coordination between key stakeholders like government, industry, social enterprises, civil society, NGOs, local community, and media. Over the past few decades, organisations in India have increasingly focused on combatting trafficking by tackling the multiple forms of trafficking among various community groups especially those who are the most vulnerable, through means such as engaging with government bodies, focusing on rehabilitation of survivors, providing them with livelihood opportunities, sensitising community stakeholders. These efforts, however, are isolated in nature highlighting the need to create an enabling environment for solution providers to collaborate, scale and sustain their efforts.

With the vision of eliminating HT and supporting the Anti-Human Trafficking (AHT) solution landscape, Sattva undertook a research study commissioned by Kamonohashi Project (Kamo) to develop a report on the AHT solution ecosystem in India. During early 2019, 84 organisations across 19 states of India applied an Expression of Interest (EOI) to Kamo for potential partnership. Of these 84 organisations, Sattva shortlisted 59 organisations across 16 states based on a shortlisting framework (refer annexure) and conducted in-depth primary interviews with the 59 shortlisted organisations, 120 institutional stakeholders and, further, conducted Focus Group Discussions (FGDs) with 52 HT survivor groups.

The key objective of the study is:

1. To identify various forms of HT in India, solution models and trends in the ecosystem

2. To understand the landscape of AHT solutions in India

3. To profile the surveyed AHT organisations in India to assess their competence with regard to their core expertise, their engagement with rights-holders and communities, and their propensity for systems thinking

The study was ongoing when the COVID-19 global pandemic outbroke in India. Given the strong possibility of serious implications of a pandemic of this nature and the associated lockdown on both the survivors of HT and the at-risk population, in general, Sattva also undertook a Rapid Assessment with participating organisations and their survivor networks to understand and highlight the immediate impact of the pandemic on them.

KEY INSIGHTS

1. Human Trafficking in India manifests itself in many forms, is continuously evolving and requires a multi-stakeholder approach to combat it

• Sattva's secondary research estimates suggest that, at any given time, there are more than 25 million trafficked people in India. The country is a source, destination, and transit base for HT, with the most predominant forms of HT in the country being Forced Labour, Bonded Labour, Sexual Slavery, Commercial Sexual Exploitation of Children (CSEC).

• Extreme poverty, low levels of education and lack of viable livelihood opportunities makes underprivileged groups like women, children, tribal and religious minorities, the most vulnerable to trafficking.

• The Indian AHT solution system is plagued with a disorganised response system, it lacks viable livelihood opportunities, and imposes social stigma and shame that often leads to re-trafficking of a survivor.

• India ranks significantly low on "government's response to trafficking" sub-index of the Global Slavery Index (2018). The policy ecosystem on AHT has been weak and unclear. The laws have not been successful in securing convictions or increasing rehabilitation for survivors of trafficking.

• The judicial and legislative arms of the government are increasingly collaborating with implementing organisations across intervention archetypes such as awareness generation, rescue operations, implementation of government schemes, and running shelter homes to address for HT. Majority in the ecosystem operates in silos with only a few implementation organisations collaborating with other organisations and state government bodies, within states and across state boundaries, to ensure uninterrupted support to survivors from rescue to reintegration.

• Due to the lack of collaboration, implementation organisations also have a high dependence on funders. The culture of working in silos further manifests in the funders concurrently funding similar programmes and projects across geographies. Overall, the ecosystem is stunted as funders in AHT ecosystem focus more on the outputs from programme interventions over their outcomes and impact.

2. Organisations predominantly focus on delivery of services to survivors, over building, strengthening and actively addressing gaps in the existing AHT solution systems.

• Of the surveyed organisations, 91% focus on delivering the immediate rescue, care, and support services to the survivors. This study finds that a keen focus on service delivery often results in critical trade-offs with respect to building, strengthening and actively addressing gaps in the existing AHT solutions ecosystem. There is a strong need for a balanced approach between these two functions to AHT programmes—such an approach will enable the AHT ecosystem to overcome its deeply entrenched structural and systematic gaps and challenges.

• While 77% of the surveyed organisations undertaking Prevention, interventions focused on awareness generation activities, only 28% report noticeable

success in terms of reduction in number of missing complaints and incidences of HT in the target areas.

• 22% of the surveyed organisations work on prosecution interventions, however a sizeable share of these organisations had limited understanding of the laws and legal processes applicable and relevant in the AHT space in India.

• Designing interventions contextualised to survivor's needs, embedded with strong market-led solutions, has helped organisations in successful reintegration of survivors. While 96% of the surveyed organisations involved in reintegration interventions reported focusing on economic reintegration, only 38% were

found focussing on safe reintegration into the community.

• Programmes of implementation organisations are funder-driven—funders often influence processes of an organisations right from intervention design to hiring staff to measuring impact.

• Evaluations of the AHT programmes primarily focus on assessing the progress of project implementation and the achievement of short-term outputs.

• Due to the absence of sufficient support from ecosystem stakeholders, some organisations have started actively working towards solutions that can address the systemic issues in the AHT ecosystem simply to ensure their successful programme delivery, for instance:

▶ 12% of the organisations working on rescue focus on forming and/or strengthening existing rescue systems. Predominantly this is done by establishing rescue helplines, building capacity

of key response officials such as Anti-Human Trafficking Unit (AHTUs) and police officers apart from forming crisis response teams at community levels.

▶ 54% of the surveyed organisations working in the Prosecution space are working towards establishing and strengthening legal and judiciary systems since the percentage of survivors receiving legal support is less than FIRs filed.

▶ 77% proposed partnerships with government for managing rehabilitation homes as an exit plan in the absence of funding or staffing capacity.

▶ 22% of the surveyed organisations working in the rehabilitation space focus on community-based rehabilitation interventions. These organisations adopting community-based rehabilitation models highlighted the unavailability of rehabilitation homes as key factor for uptake of this solution at rehabilitation stage in the AHT solutions continuum.

3. The study identifies a need for a multidisciplinary approach that can influence larger ecosystem, social policy and legislation change along with strengthening the capacity of grassroots organisations.

• On analysing the gaps across 2P4R, the study finds that the solution space of AHT is crippled with weak and poorly implemented legal and judiciary system, high degree of corruption, and deeply entrenched inertia in moving away from traditional intervention design in favour of needs-based contemporary designs for better rescue and rehabilitation of survivor.

• Implementing organisations have limited understanding of legal systems and processes and are often confused and stuck in the paperwork. Their interaction with other player in the ecosystem in minimal, often limited to local stakeholders, and as the EUM (I/O) analysis highlights, are often vigilant when forming new partnerships.

• Given these existing challenges, solutions are required at two levels –

1. ORGANISATIONAL LEVEL:

▶ INTERNAL: Capacity development of the organisations
▶ EXTERNAL: Developing partnerships and networks

2. ECOSYSTEM LEVEL:

▶ INSTITUTIONAL: Strengthening legal action and processes
▶ COMMUNITY: Creating community-led and community-centric AHT interventions
▶ SURVIVOR: Ensuring holistic reintegration of survivors and enabling them as changemakers

RECOMMENDATIONS

The study makes following recommendations to strengthen the capacity and engagement network of implementing organisations and strengthen the overall AHT ecosystem:

1. Capacity development of the organisations

• Capacity building of the organisations leaders and programme managers by making them revisit their theory of change on AHT, and design contextualised interventions for prevention of HT that efficiently meet the need for both outcome and impact.

• Conduct more external audit and evaluations of organisation-specific programmes and interventions such that the learning from these evaluations can lead to improvement in programme design, transparency, and overall higher accountability in implementation.

• Create common platforms for capacity development of staff with a focus on promoting critical thinking and negotiation skills.

• To create a more sustainable ecosystem of AHT organisations which is not leader dependent, there is a critical need to invest in staff development, this will also help address the issue of high attrition in the sector. A critical step in this direction could rethinking funding mandates that tie up hiring to programme period—this adds to the sense of job insecurity in the ecosystem. This is especially crucial for the AHT ecosystem where the surveyed organisation have reported challenges in hiring and retiring quality staff.

2. Developing partnerships and networks

• Create networks of organisations working across states - source, transit, and destination regions to collaborate better on AHT solutions and enable improved tracking and rescuing of survivors.

• Create funder-led networks between grantee organisations across states and areas of work to allow organisations to leverage cross-learnings and encourage knowledge sharing.

▶ However, based on the EUM analysis, before such networks are forged, discussion forums of these organisations should be put in place to enable the leaders to voice their key aspirations for the organisations, and the critical hindrances thereof. This may prove to be a standard good practice as the EUM analysis indicates that this will aid in the leaders developing trust in such systems and, hence, contribute to the dynamicity of the co-created solutions.

• The shared network will be able to influence policy more effectively on critical topics such as passing stringent laws for prosecution of traffickers, design policy tools to trace traffickers, and disbursement of victim compensation.

• The network as a collective will also be able to collaborate with government bodies like local police, AHTU, CWC, skill development departments as a norm rather than the current scenario, where it is deemed more of an exception. Such collaborations should start at the level of implementation to ensure success of all nodes to be able to solve for HT and prevent re-trafficking of survivors.

3. Strengthen legal action and processes

• Focussed funding for prosecution and witness protection would motivate more implementing organisations to provide legal recourse to survivors.

• Enabling the legal training course on AHT for the wider spectrum of stakeholders such as implementing organisations, lawyers, and police officials will enhance their capacity to operate in the field. Such trainings can be curated by International NGOs (INGOs) who have experience and capacity to guide grassroot implementing organisations and can be funded by donors invested in capacity building of AHT in India.

▷ Based on primary data analysis, grassroot implementing organisations continue to take an incremental approach to support the ecosystem rather than a holistic system-strengthening approach due to funder mandates.

▷ Based on the EUM analysis, it can be hypothesised that this is because implementation organisations are unable to anchor such conversations with donors as they see themselves as recipients of funding rather than partners for co-creating solutions.

• Provide financial support to NGOs for registering protest petition that forces police to reopen the case, take survivor's statements, file revised and correct set of sections and brings revised police statement to court thus ensuring victim compensation and conviction of traffickers.

• Create know-how tools for guiding police and lawyers when undertaking trafficking cases. The tools should include step-by-step guidelines for different stages of trafficking cases, from filing the FIR to the prosecution and appeals process.

4. Create community-led and community-centric AHT solutions

• Focus on transit-based and community-based rehabilitation over long-term shelter-based rehabilitation. The implementing organisations should collaborate with local government departments such as CWC, AHTU, and police departments to place survivors in short-term rehabilitation homes that are equipped with counselling support. The survivors should be moved to a community-based rehabilitation model only once the family is deemed fit to accept the survivor.

• Move beyond hiring survivors as field staff and create survivor leadership models wherein the survivors can grow within the ecosystem. Enable them to:

▷ Support each other, report trafficking cases, spread awareness about trafficking in their areas

▷ Lead/ participate in advocacy activities such as advocating for AHT bill on both state and national forums under the umbrella of Indian Leadership Forum Against Trafficking (ILFAT)

▷ Move up to management and leadership positions and over limiting their engagement as community mobilisers

• Deploy a behavioural change approach to improve engagement with community members and raise awareness on AHT.

5. Ensure holistic reintegration of survivors

• Deploy a community-based approach to understand the skill development needs of community members and conduct market-research to understand viable livelihood opportunities at local level. Based on this supply-demand synthesis organisations should design skill development modules that are relevant to the community and can provide sustained livelihood opportunities.

• Ensure holistic care during the rehabilitation stage. The care and attention of the rescued persons should include:

▶ Basic needs such as clothing and healthy food.
▶ Medical attention with certified full-time/ part-time doctors
▶ Mental health diagnosis, counselling, de-traumatisation through certified experienced psychologists

• Centralised tracking/ monitoring system for tracing post-reintegration progress of children/adult survivors to prevent re-trafficking. It should entail:

▶ Continuous update of progress of survivors mentally, socially, and economically by field staff post home visits/ telephonic interviews.
▶ Self-monitoring questionnaires, wherein the survivors monitor their own progress.

• Incorporate feedback mechanisms, wherein survivors provide feedback to the implementing organisations on support received from government officers and access to government schemes.

CONCLUSION

This study has organised an overall holistic view of the AHT ecosystem in India by not only presenting the context of HT in India — which includes landscape of factors such as size of HT in the county, the predominant forms of HT and their associated trends, existing solution ecosystem landscape and institutional and structural gaps in the response systems — but also presents a deeper analysis of AHT interventions by systematically examining the implemented interventions of the 59 surveyed organisations.

The study also delves into gauging the propensities of these implementation organisations leadership to gain a perspective on how it has moulded their theory of change, organisation structure and internal dynamics, and their overall engagement with the AHT macro-systems, such as government and funders.

Leveraging this depth of analysis, the study puts forth solutions under broad solution archetypes for key stakeholders such that they are enabled to scale and further fuel their efforts for solving HT in India.

About
the study

INTRODUCTION

Kamonohashi Project (Kamo), a Japanese philanthropic organisation founded in 2002, aims to create a world without Human Trafficking (HT). Kamo has been supporting several approaches to address HT across the Asian regions, ranging from survivor recovery to systems building. As a strategic partner, Kamo focuses on strengthening the Anti-Human Trafficking Ecosystem (AHT) by connecting its key stakeholders, funding transformative programmes, empowering survivors, and fostering an environment of shared learning.

Between August 2019 to May 2020, Sattva undertook a research study commissioned by Kamo to develop a report on the AHT solution ecosystem in India. During early 2019, 84 organisations across 19 states of India applied an Expression of Interest (EOI) to Kamo for potential partnership.

Of these 84 organisations, Sattva shortlisted 59 organisations across 16 states based on a shortlisting framework (refer annexure) and conducted in-depth primary interviews with the 59 shortlisted organisations, 120 institutional stakeholders and, further, conducted Focus Group Discussions (FGDs) with 52 HT survivor groups.

The key objective of the study is:

1. To identify various forms of HT in India, solution models and trends in the ecosystem

2. To understand the landscape of AHT solutions in India

3. To profile the surveyed AHT organisations in India to assess their competence with regards to their core expertise, their engagement with rights-holders and communities, and their propensity for systems thinking.

This report presents a landscape of AHT organisations and their solution designs in India, with the aim to identify systemic issues and gaps that plague the landscape and recommend solutions that can address the identified gaps.

Chapter 1 presents the context of HT in India which includes various forms and trends in trafficking, size of HT, existing solution ecosystem landscape and institutional and structural gaps in the response systems. Chapter 2 proceeds to present a deeper analysis of AHT interventions by systematically examining the implemented interventions of the 59 surveyed organisations. Chapter 3 delves into the key motivations of these organisations and their leaders, their theory of change, leader's perspective and motivation, organisation structure and dynamics to unravel gap and the best practices in the implementation of AHT solutions. Chapter 4 puts forth solutions under broad solution archetypes for key stakeholders, such that they are enabled to scale and further fuel their efforts for solving HT in India.

59 organisations in 16 states

52 survivor FGDs

120 ecosystem members

118 EUM O/I responses

RESEARCH METHODOLOGY

To fulfil the objectives of the study, Sattva undertook the research study in 4 phases:

| 1. Literature review and shortlisting organisations | 2. Development of research framework and tools | 3. Primary research with 59 organisations | 4. Synthesis and analysis |

PHASE 1 - LITERATURE REVIEW AND SHORTLISTING ORGANISATIONS:

In this phase, Sattva undertook extensive desk research to understand the various forms of trafficking in India, existing solution models and trends in the ecosystem. Sattva also mapped the legal and policy landscape along with various ecosystem actors operating in the AHT space. A shortlisting framework was developed in this phase to shortlist 59 organisations out of 84 who had applied an EOI to Kamo.

PHASE 2 - DEVELOPMENT OF RESEARCH FRAMEWORK AND TOOLS:

In this phase, Sattva developed a research framework with key areas of enquiry mapped to the overall objective of the study. Based on this framework, tailored primary research tools for each type of stakeholder were developed. The developed tools can be referred to in the report annexure.

Framework and tools used for key ananlysis:

1. Key primary interviews with senior leadership, middle management, and field staff of organisations
2. Focus group discussions (FGDs) with survivors of human trafficking
3. Qualitative interviews with ecosystem stakeholders, such as lawyers, CPC, CWC members, panchayat members etc
4. Existential Universe Mapper - Individual/Organisation (EUM I/O) tool application on organisation leader and middle management. This analysis was conducted on the same set of 59 organisations that were covered under the primary interviews

PHASE 3 - PRIMARY RESEARCH WITH 59 ORGANISATIONS:

In this phase, Sattva carried out in person in-depth interviews with leaders, programme managers, field staff and FGDs with survivors of 59 organisations (for questionnaire refer the annexure). In addition to this, Sattva also undertook qualitative interviews with ecosystem members. The findings were further validated by an analysis of organisations and its leadership using the Existential Universe Mapper - Individual/Organisation (EUM I/O) tool.[22] The EUM(I) tool looks at the evolution of an individual during their journey as an organisation leader while the EUM(O) looks at the evolution of the ecosystem of organisations working on AHT. The EUM (I/O) tools provide trends of AHT ecosystem across parameters like:

▶ Organisation's leadership, motivations, and vision for change
▶ Ideologies, approaches of engagement with communities and governments
▶ Abilities in dealing with ambiguities, uncertainties and dilemmas encountered while working in the AHT space

PHASE 4 - SYNTHESIS AND ANALYSIS:

In this phase, Sattva analysed all the responses shared by organisation stakeholders, survivors, and ecosystem stakeholders to produce this landscape report on AHT organisations in India. To analyse the interventions, Sattva used 2 frameworks- 2P4R AHT framework and OECD-DAC evaluation framework.

2P4R Anti-Human Trafficking Solution Framework

Based on primary interviews with implementation organisations and existing secondary literature, Sattva has developed a 2P4R Anti-Human Trafficking framework. Across **2P4R - Prevention, Rescue, Rehabilitation, Reintegration and Research and** **Advocacy**, Sattva analysed the various activities and sub-activities across each type of intervention. A summary of the key activities undertaken by organisations is represented in Figure 1.

Across the 2P4R areas and their associated activities and sub-activities, Sattva has used primary surveys and FGDs to capture information on target groups that implementation organisations work with, the geographical reach of interventions, their interface with institutional stakeholders and the key gaps and challenges that organisations negotiate while undertaking AHT interventions.

The responses of leaders across the 59 surveyed organisations were categorically sorted to arrive at response percentages—in other words, across

the 2P4R interventions, response percentages for various activities and sub-activities have arrived from frequency tabulation of aggregated qualitative data.

For instance, if under 'Prevention' interventions, 77% of the surveyed organisations reported undertaking awareness activities, then this figure was arrived at by frequency tabulation of aggregated qualitative data— this data was gathered, cleaned, sorted, and analysed from primary interviews of organisation leaders and middle management staff, key stakeholders, and FGDs with survivors.

2P4R

1. PREVENTION
Awareness activities
Economic empowerment activities
Prevention among 2nd gen children of sex workers
Formation / Strengthening of Prevention systems

2.RESCUE
Establishing / Strengthening rescue systems
Conducting rescue activities
Post rescue operations

3. PROSECUTION
Establishing/Strengthening legal systems and connections with them
Providing legal support, i.e: access to in-house lawyers, facilitating linkages to D/NALSA Lawyers

4. REHABILITATION
Transit, short-term, long-term and community-based rehabilitation
Education/Skill development/vocational training
Counselling of survivors, i.e: mental health, addiction counselling

5. REINTEGRATION
Ensuring safe reintegration
Economic reintegration
Social reintegration

6. RESEARCH & ADVOCACY
Creation of commons
Influencing policy ecosystem and advocacy efforts
Research studies and developing 'big data' about trafficking flows

Figure 1: Key activities undertaken by organisations across 2P4R AHT Interventions
Source: Sattva Analysis of information shared by leaders of 59 organisations

OECD-DAC Evaluation Framework

Sattva followed an OECD's evaluation framework called the DAC framework—this framework has been approved by the Development Assistance Committee's (DAC) Network on Development Evaluation.[3] This provides a framework to evaluate interventions across parameters of relevance, efficiency, effectiveness, impact and sustainability.[23] The response percentages across the DAC evaluation parameters have arrived from the frequency tabulation of the aggregated responses of the leaders of 59 surveyed organisations. Sattva contexualised the DAC framework to analyse the landscape of AHT interventions in India—the various parameters and sub-parameters used for the analysis are shown in Figure 2.

RELEVANCE	If organisations ensure relevance of their interventions to: - To target groups - To the geography - To the community
EFFICIENCY	If organisations leverage partnerships with govt, partners, beneficiaries etc., who can contribute to programme cost.
EFFECTIVENESS	How organisations perceive success of their interventions - Planned goals vs actuals - Feedback mechanisms
IMPACT	If organisations measure the impact of their interventions - Output indicators - Impact indicators
SUSTAINABILITY	If organisations ensure sustainability of their interventions. - Exit Scenarios - Scenarios in which organisations halt programmes

Figure 2: OECD DAC parameters tailored to AHT space

COVID-19 Implications on the AHT ecosystem and survivor communities:
In the light of the national lockdown from April-May 2020, Sattva also undertook a rapid assessment of COVID-19 pandemic implications on:

• Operations of 59 organisations covered in the study

• Physical and mental well-being of survivors, and
• The funding ecosystem.

55 of the 59 overall surveyed organisations participated in this rapid assessment. Key findings of this rapid assessment have been captured in COVID-19 implication boxes in each section of the report.

Chapter 1:
Human Trafficking
in India

Sattva undertook extensive desk research, spanning from November '2019 to January '2020, to understand the various forms of trafficking in India, existing solution models and trends in the ecosystem. Sattva also mapped the legal and policy landscape along with various ecosystem actors operating in this space to identify institutional and structural gaps in the response systems. This chapter aims to present the main findings from Sattva's desk research, which has been organised into four sections. The first section delves into the forms, trends, and corridors of Human Trafficking (HT) and the government's response to trafficking in India. This is followed by, Section 2 which lays out the solution ecosystem landscape which consists of various players combating HT. Section 3 expands upon the lifecycle of a survivor from being trafficked to receiving support post rescue. Finally, the chapter closes with Section 4 which highlights the key structural and institutional gaps in the AHT ecosystem.

1.1. CONTEXT OF HT IN INDIA

1.1.1. Definition, forms, and size of Human trafficking in India

According to a protocol by The United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons (UN TIP Protocol), HT is defined as:[24]
The recruitment, transportation, transfer, harbouring 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 the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery, or practices similar to slavery, servitude or the removal of organs.

HT in India manifests itself in many complex forms due to its clandestine and ever evolving nature. HT is generally categorised into Sex and Labour Trafficking. Within Sex Trafficking, primarily women and children are trafficked into brothel-based prostitution, sex tourism, entertainment industry and forced into decentralised forms of sex work in spas, dance bars, massage parlours and private apartments. In Labour Trafficking, men, women, and children of all age groups are trafficked into forced labour work, bonded and debt bonded labour primarily in industries such as construction, textile, brick making, jewellery making, embroidery, and agriculture.[25]

Forced Labour, Bonded Labour, Debt Bondage and Involuntary Domestic Servitude under Labour Trafficking and Sexual Slavery, CSEC, and Sex Tourism under Sex Trafficking are the most predominant forms of Human Trafficking in India

SEX TRAFFICKING	**SEX TRAFFICKING AND PROSTITUTION:** Sex trafficking is for the purpose of sexual exploitation, including sexual slavery which could be for the purpose of prostitution and pornography.
	CHILD EXPLOITATION FOR COMMERCIAL SEX: Recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a minor for the purpose of a commercial sex act.
	CHILD SEX TOURISM: Sexual exploitation of children by a person or persons who travel from their home district, home geographical region, or home country in order to have sexual contact with children.
LABOUR TRAFFICKING	**FORCED LABOUR:** Any form of involuntary work imposed under the threat of penalty.
	BONDED LABOUR: Specific form of forced labour in which compulsion into servitude is derived from debt.
	DEBT BONDAGE AND INVOLUNTARY SERVITUDE AMONG MIGRANT LABOURERS: Involves abuse of contracts, lack of governance laws and imposition of illegal costs/debts on migrants.
	INVOLUNTARY DOMESTIC SERVITUDE: Practice of exploiting and exercising undue control over another to coerce them into performing services of a domestic nature in unacceptable conditions.

Figure 3: Forms of trafficking of vulnerable communities in India
Source: U.S Department of State (2008)[26], Organisation for Security and Co-operation in Europe (2011)[27], International Labour Organisation (2014)[28], NHRC (2012) [29]

Due to its complex nature, HT has always eluded an accurate estimation process, this makes it unviable to access the gravity of the issue at hand.

Sattva estimates that there are more than 25 million trafficked people in India at any given time. [30] [31] [32]

53rd	**6.1**	**3**
rank amongst the analysed 167 countries	people for every 1000 estimated to be living in modern slavery	out of 5 among those trafficked are children

17 million
SEX TRAFFICKING
Sex trafficking of adults and children, Exploitation for Commerical Sex

25 million
trafficked persons in India at any given time

8 million
LABOUR TRAFFICKING
Modern Slavery
(includes Forced labour, Bonded labour)

Figure 4: Estimation of trafficked persons in India
Source: Global Slavery Index (2018)[30], Dasra (2013)[31], World Vision (2014) [32]

1.1.2. Trends in the HT landscape

Trafficking is often driven or influenced by social, economic, cultural, and other factors. Many of these factors are specific to individual trafficking patterns and to the region in which they occur. There are, however, many factors that tend to be common to trafficking in general or found in a wide range of different regions, patterns, or cases. Lack of education, limited livelihood opportunities, migration, social discrimination, natural disasters are some of the causes that lead to trafficking. Poverty, however, is one of the root causes of trafficking in India, and citizens from the poorest and most disadvantaged backgrounds (including Dalits, tribal communities, religious minorities, and women and girls from excluded groups) are the most susceptible to being trafficked.[33]

The desire of potential victims for better quality of living is often exploited by offenders to traffic them to various states or region of the country. Migration and trafficking are known to be highly interconnected—it is noted that it is easier to traffic individuals across India.[34] Latest trends show that traffickers are becoming smarter and trafficking is becoming as well-organised as any other trade in India making it difficult to identify private networks. Some prominent trends in trafficking include:

▸ **An increase in multi-cross-border trafficking:**
The individual changes hands with multiple traffickers through the trafficking lifecycle before reaching their destination. This makes it arduous for the police to track, arrest or prosecute traffickers. For instance, a child from Motihari is brought to Sitamarhi in Bihar, who is then taken to Maharashtra via Delhi.[35]

▸ **Decentralisation of sex trafficking:**
Sex trafficking is finding its way into decentralised locations like spas, dance bars, massage parlours witnessing higher criminal activity than red light districts. Traffickers increasingly exploit women and children by sex trafficking in small hotels, vehicles, huts, and private residences.[36]

▸ **Increasing use of technology:**
Technology has aided the evolution of trafficking by providing traffickers with a faceless medium of engagement. Traffickers, pimps, customers have moved to online channels like Facebook and WhatsApp for communication, making the crime furthermore underground and hidden. These perpetrators are also using social media platforms to lure adolescents under false pretences.[37]

- **Increase in other unseen forms of trafficking such as sex tourism:**
  According to Trafficking in Persons Report 2020 by U.S. Department of State, India is both a source for child sex tourists and a destination for child sex tourism. Religious pilgrimage centres and tourist destinations have emerged as major hotspots for traffickers to lure or force women and children into sex trafficking. Some traffickers have also been reported kidnapping children from transit places such as railway stations, enticing them with drugs, and forcing girls as young as 5 years old to take hormone injections to appear older.[38]

The vulnerable communities become even more susceptible to the risks of trafficking in situations of natural disasters and global pandemics like COVID-19. According to Indian Child Protection Fund (ICPF), there has been a 95% increase in consumption of child pornographic content in India amid nationwide lockdown due to COVID-19.[39] According to data provided by online data monitoring websites, there has been an increase in searches for terms like "child porn," "sexy child" and "teen sex videos". There has also been a drastic rise in sex crimes targeting children. International agencies such as Europol, United Nations (UN) and End Child Prostitution and Trafficking (ECPAT) are also reporting increased online activity from paedophiles and child pornography addicts. They are targeting children by befriending them online on social media to 'groom' them and later lure them to perform sexual activities through photos and videos.[36]

Apart from these online platforms, there are hidden networks and cohorts of traffickers that function across states in India and across its borders. These networks have become increasingly stronger with time and are often difficult to track.

1.1.3. Corridors and Flows of Sex and Labour Trafficking across India

States sharing border areas with neighbouring countries such as West Bengal, Bihar, Uttar Pradesh, and Uttarakhand have emerged as all three - source, destination and transit areas of HT

India is a source, destination, and transit nation for both Labour and Sex Trafficking. 90% of this trafficking occurs domestically (intrastate or interstate), and 10% occurs across international borders.[40] Figure 5 maps the source, transit and destination states for Sex Trafficking and Labour Trafficking in India. States such as Bihar, Uttar Pradesh (UP) and Uttarakhand share international borders with Nepal and West Bengal (WB) with Bangladesh, which serve as a source, transit and destination, while rest of the states either serve as source, destination or both. Figure 6 maps the Sex Trafficking flows and Labour Trafficking flows in India.

Source
Destination
Source and Destination
Source, Destination and Transit
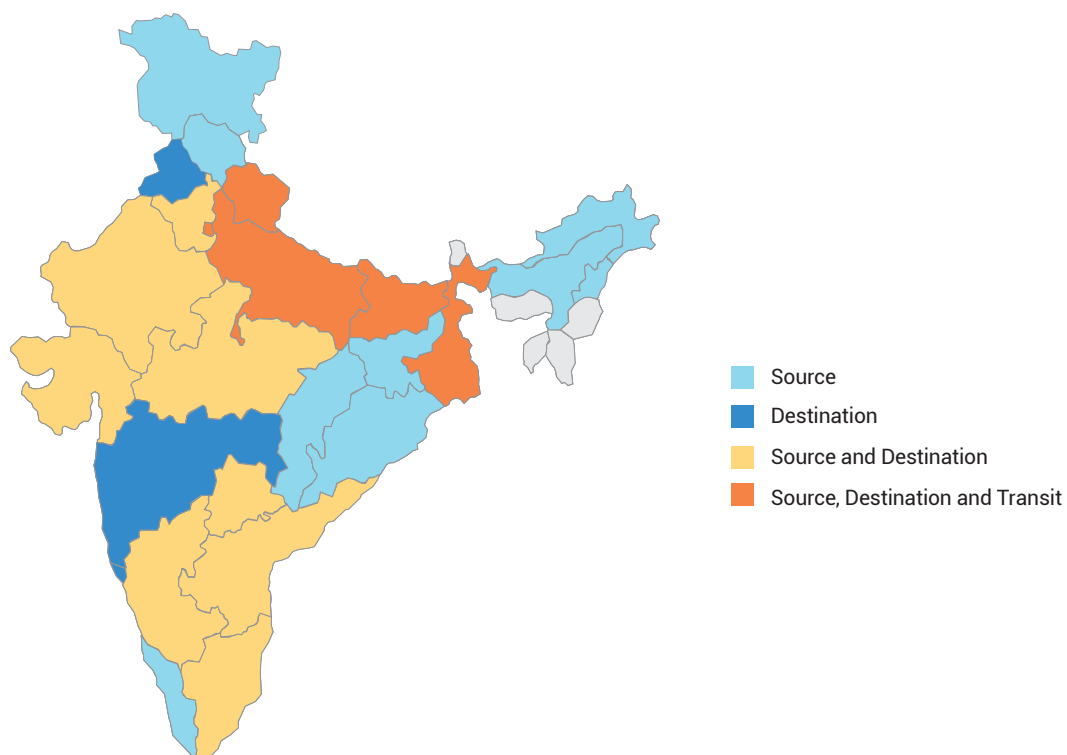
Figure 5: State-wise split of source, transit and destination of HT in India
Source: Sattva Analysis of information shared by leaders of 59 organisations
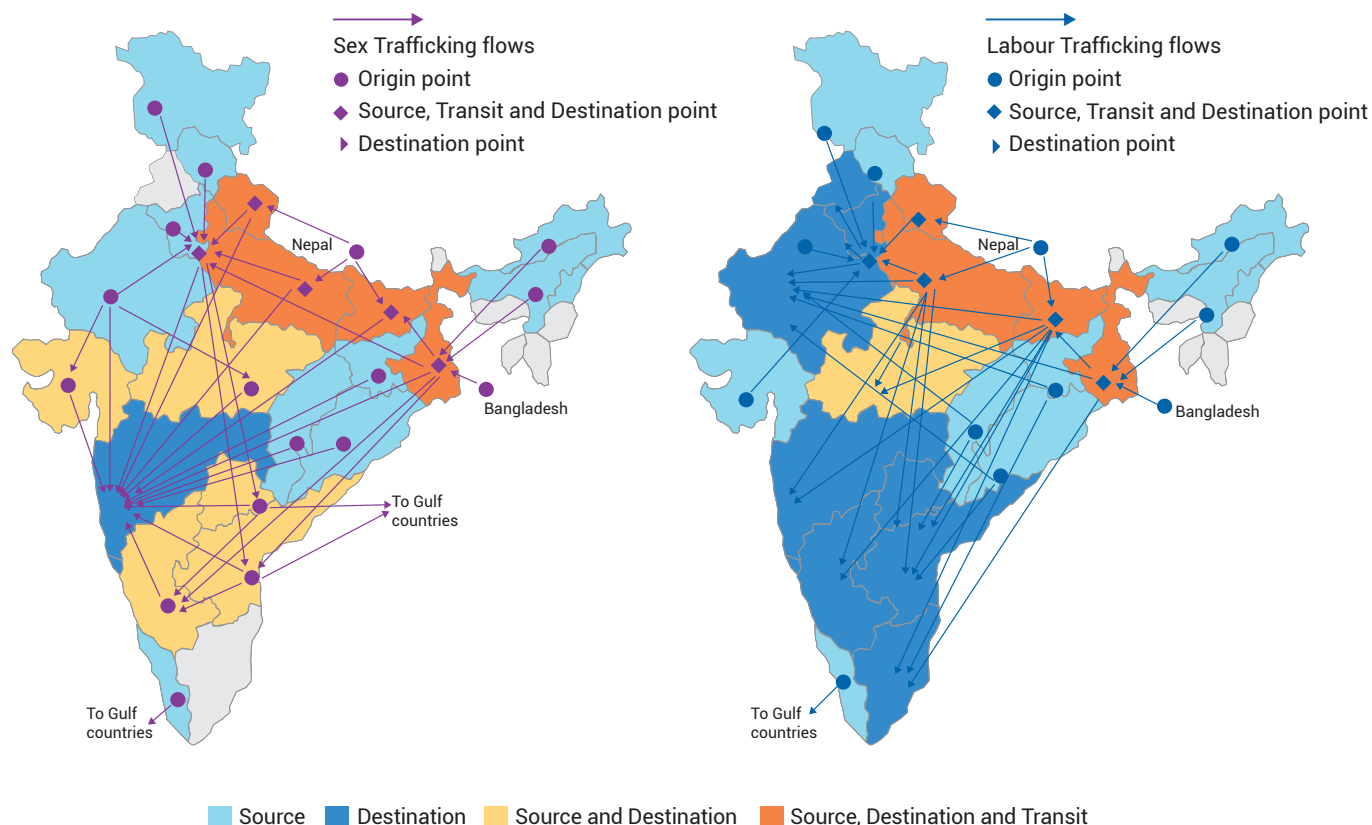
Figure 6: Corridors and Flows of Sex and Labour Trafficking across India by source, destination, and transit
Source: Sattva Analysis of information shared by leaders of 59 organisations

While Sex Trafficking destinations are mostly located in East and West corridors, Labour Trafficking destinations are in North and South corridors

Maharashtra and West Bengal are major destination hubs for Sex Trafficking. The hopes of joining the booming entertainment business in these states and leading a better life, aids the traffickers in luring victims. While Delhi, Rajasthan, and Tamil Nadu, Andhra Pradesh, Telangana, and Karnataka are major destination hubs for Labour Trafficking due to demand for cheap labour in jewellery making, textile and construction industries in these states.

1.1.4. Government institution's response to HT

According to The Global Slavery Index 2018, India ranks significantly low on government's response to trafficking.[4] Despite multiple laws with effect throughout the country to curb trafficking, it continues to be on a rise every year.[41] According to The Ministry of State for Labour and Employment, the root of this problem lies in the social customs and economic compulsions.[42] Several acts such as The Immoral Trafficking Prevention Act that prevent commercial sexual exploitation, the Bonded Labour Abolition Act, and the Child Labour Act and the Juvenile Justice Acts are in force in India. However, the challenge lies in their implementation and ensuring accountability at ground level.[43]
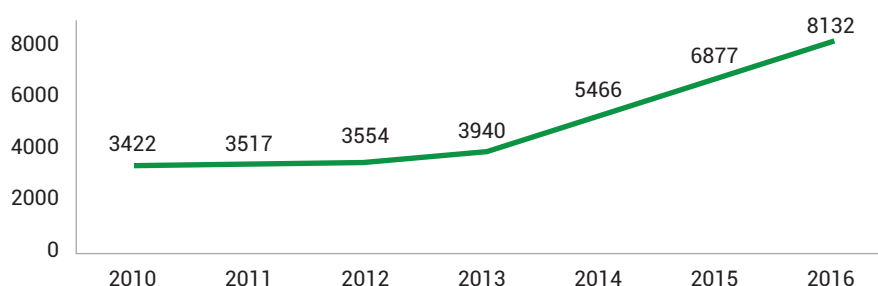
Figure 7: Trend of reported cases of HT during 2010-2016
Source: Crime in India Data, NCRB (2010-2016)[44]

One of the key impediments to systematic reforms is the sheer underestimation of the problem at hand—while the actual number of trafficked victims runs into millions, the number of reported cases is exceptionally low. According to the National Crime Records Bureau (NCRB) 2016 report, there were 15,379 persons reportedly trafficked in India in 2016 of which 9,034 are children—that is, three out of five were children.[45] Most of the rescued victims reported being trafficked for the purpose of forced labour (10,509 victims), followed by sexual exploitation for prostitution (4,980 victims), and other forms of sexual exploitation (2,590 cases).[46] NCRB numbers are low as its data only reveals reported cases—a lot of cases go unreported as parents are very hesitant to report due to fear of backlash, or worse parents are themselves involved—hence, there are no available valid survey methods that can crack the actual number of HT in India. Figure 7 shows an increase in the number of reported cases every year. According to a key government official, this graph is not indicative of an increase in HT, but rather an increase in the number of cases being reported due to an increase in awareness among general population.[47]

For victims who are able to report and register their cases, challenges abound not just in the form of an arduous legal battle, but also the rehabilitation support they are entitled to receive in terms of economic compensation.[5] The central government introduced the Central Victim Compensation Fund (CVCF) scheme, in 2012, to enable support to victims of rape, acid attacks, human trafficking and women killed or injured in the cross-border firing. Between 2011-2019, India had 38,503 reported cases of HT, of which only 77 survivors received Victim Compensation (VC), accounting to 0.2% of VC disbursement. The 200 Crore national VC corpus fund that is further allocated to states, is reported to go back to the centre annually as it is unused due to lack of implementation.[48]

1.2. SOLUTION ECOSYSTEM LANDSCAPE OF AHT

To address the key challenges that leads to failure of AHT systems, and hence combat the various emerging forms of trafficking in India, a multi-pronged approach is necessary. Partnerships are a pre-requisite to addressing the spatial spread and multi-disciplinary nature of trafficking in India, ensuring holistic and integrated support to survivors, and decreasing the vulnerability of victims.

1.2.1. Multi-pronged approach

The AHT solution ecosystem in India includes a set of committed organisations that have been attempting to solve for HT in India over multiple decades. Figure 8 in the next page depicts the overall solution ecosystem of AHT space in India and highlights the stakeholders and their roles—key stakeholders in this solution ecosystem includes the government, funders, community and implementing organisations.

However, despite the richness of varied stakeholders, their efforts today are siloed—with limited to no coordination between AHT solution providers at source, transit, and rescue hubs. There is a lack of partnerships in the form of collaborative initiatives that support convergence of activities of both direct and indirect stakeholders such as government at all levels, communities, law enforcement and judicial officials, implementing organisations, corporates, funders, international development agencies and media. stakeholders and their roles—key stakeholders in this solution ecosystem includes the government, funders, community and implementing organisations. However, despite the richness of varied stakeholders, their efforts today are siloed—with limited to no coordination between AHT solution providers at source, transit, and rescue hubs. There is a lack of partnerships in the form of collaborative initiatives that support convergence of activities of both direct and indirect stakeholders such as government at all levels, communities, law enforcement and judicial officials, implementing organisations, corporates, funders, international development agencies and media.
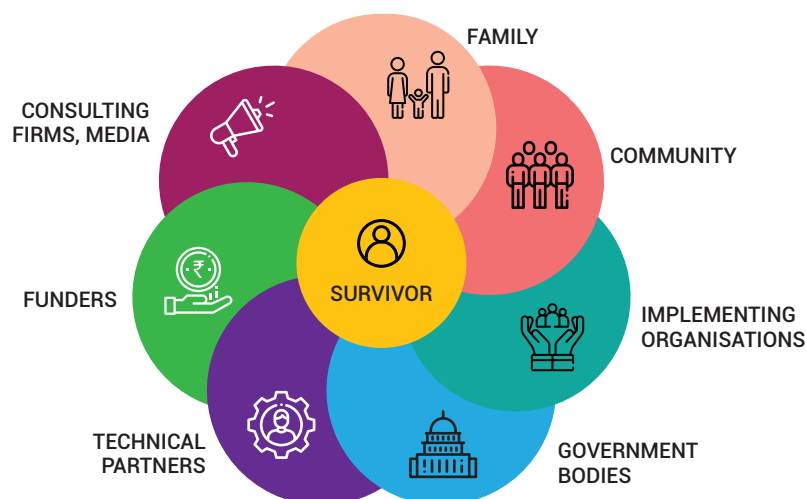
SURVIVOR

A woman/ child/man who has been rescued and has been rehabilitated and then reintegrated into the society. 23% of the organisations have also formed survivor collectives who have emerged out as changemakers as:

1. Peer support for other survivors
2. Carry out sensitisation and awareness activities on HT in their geographical areas and report HT cases if any to the organisation/ police members directly
3. Also advocate for AHT bill on both state and national forums

FAMILY

Plays an important role in reporting missing family members, and it plays a critical role when a survivor goes back home and helps her reinstate into the society

COMMUNITY

Organisations have been increasingly strengthening and collaborating with community in prevention of human trafficking and identifying and reporting trafficking cases, apprehending traffickers, reintegrating survivors into the society and empowering vulnerable women and children in partnership with the organisations. It consists of community leaders associated with child, adolescent and women groups formed by the organisations.

IMPLEMENTING ORGANISATIONS

Grassroot organisations collaborate with other implementing organisations interstate and intrastate to ensure that the survivor is supported holistically from rescue to reintegration. Partnerships to also influence larger ecosystems and influence social policy and legislation change

GOVERNMENT BODIES AT VILLAGE, DISTRICT, STATE AND NATIONAL LEVEL, LAW ENFORCEMENT AGENCIES AND JUDICIARY, INTERNATIONAL DEVELOPMENT AGENCIES (IDA)

Organisations work with these stakeholders across 2P4R- Prevention, Rescue, Prosecution, Rehabilitation, Reintegration, and Research and Advocacy.

TECHNICAL PARTNERS

Organisations collaborate with technical partners directly or via funder/ government stakeholder for survivor tracking systems, feedback systems, IT support and monitoring and evaluation support. Technical partners also possess both resources and innovation to combat human trafficking in India. For ex: They safeguard organisations' services from being used by traffickers, developing 'big data' to identify trafficker's movements, macro trends and developing high impact solutions etc.

FUNDERS

Organisations can either implement funder led and funder designed interventions or receive support from funders to implement their own interventions. In few cases, the funders also extend legal and technical support for the grassroot organisations.

CONSULTING FIRMS, MEDIA

Organisations leverage Media's outreach and the ability to mould public opinion as a powerful tool in building momentum for combatting trafficking. Organisations expressed that there needs to be a shift from survivor- based reporting to trafficker centered reporting in media. Organisations collaborate with consulting firms for research support, impact evaluations (mainly funder driven) and creation of commons.

Figure 8: Roles and Resposibilities of various stakeholders in AHT solution landscape in India

1.2.2. Government's response to HT

The problem of Human Trafficking requires coordination between several ministries like the Ministry of Home Affairs (MHA), Ministry of Labour and Employment, Ministry of Overseas Indian Affairs (MOIA, now merged with MEA in 2016), Ministry of External Affairs (MEA), and the Ministry of Women and Child Development (MWCD). Key AHT mandates of these ministries are summarised under:

1. The MHA is the nodal agency for the implementation of the ITPA 1956 and other Human Trafficking initiatives, through its AHT Cell.

2. The MEA handles issues related to international treaties and protocols dealing with trafficking and extends care and support to victims of trafficking across borders, while the erstwhile MOIA deals with the issues relating to migration, with a special focus on prevention of unsafe migration (these are managed by the MEA).

3. The Ministry of Labour Employment focuses on all matters related to the enforcement of labour laws, including the rehabilitation and repatriation of child labour.

4. The MWCD continues to be the nodal ministry for tackling this crime with respect to children and is also responsible for inter-ministerial coordination. Further, the United Nation Office of Drugs and Crime (UNODC) Regional Office for South Asia (ROSA) has been involved in initiatives to address HT in collaboration with the Government of India, particularly the MWCD and the MHA.[49]

These ministries have introduced several initiatives to combat HT, such as the Integrated Anti-Human Trafficking Units (IAHTUs), Anti- Human Trafficking Nodal Cells, National Plan of Action to combat trafficking, and the Ujjawala scheme,[50] but key challenge lies in their implementation due to lack of inter-ministerial coordination, at the state-level, and an overall tendency to work in silos—factors that pivot around poor quality of accountability structures.[51] To overcome these challenges, government has initiated collaborations with other stakeholders in the solution ecosystem for more efficient implementation of programmes. For instance, the formation of IAHTUs through a tripartite agreement between UNODC, Ministry of Home Affairs and the Government of India works closely with implementing organisations and the civil society. Also, the Integrated Child Protection Scheme (ICPS) that aims at addressing the issue of child protection through government and community partnerships.[52]

Similarly, the government is also increasingly focusing on cross-state collaborations to ensure end-to-end rehabilitation of trafficked survivors and prevent re-trafficking. One such case study of cross-state collaboration is of the Child Labour Free Jaipur (CLFJ), an initiative to end child labour in the city of Jaipur by Rajasthan government officials wherein the government brought together the industry representatives and civil society to fight child labour. As part of the Initiative, CLFJ is strengthening partnerships between the Rajasthan and Bihar Governments, to allow smooth repatriation of trafficked children from Rajasthan back to their home state of Bihar. The initiative has already commenced work closely with implementing organisations in Jaipur and Bihar, Juvenile Justice Committee (JJC), Child Welfare Committees (CWCs), District Child Labour Task Force, and the Centre for Child Protection Rajasthan Police University to increase successful prosecutions against child traffickers, increase care and protection of children and train police and investigation officers.[53] A survivor of trafficking needs to be extended care and attention, in a sensitive and survivor-friendly manner. Since the government machinery alone cannot deal with all aspects of human relations of a trafficked survivor, it is helpful for civil society partners to be involved in the process.[54]

1.2.3. Funder's role in AHT

International attention to the issue of HT and the growing involvement of several funding agencies to the issues of HT in India has created a favourable situation for several NGOs to flourish in this field.[55] However, international institutional funding for AHT efforts has receded in the past decade. Government funding for service delivery remains frugal and inefficiently disbursed. Sattva's rapid assessment research shows that these trends will be further intensified due to the COVID-19 pandemic due to the shifting funder priorities. Hence, to strategically enhance the sustainability of AHT ecosystem in India, there is an urgent need to develop and nurture the domestic philanthropy such that it can fund domestic non-profits that are equipped to tackle the issue of HT at scale.

There are commendable initiatives being taken and supported by various funders, mostly in facilitating NGOs across the country with advisory, apart from training, and designing of AHT programmes.[56] However, the nature of funding is often limited to programme implementation. Additionally, when it comes to distinct areas of interventions, there is more focus on some areas than others – there has been greater funder emphasis on rescue and rehabilitation, with limited funding for prevention interventions.[57] Counselling for survivors is another area of critical importance but has limited funding from donors.[58] There is a need for integration and coordination among the donors and funding agencies, so that the resources can be efficiently utilised.[59] Sattva's secondary and primary research points towards the

need for the solution ecosystem to work together in a network to have greater impact. Funders can play a role here by developing coalitions across similar interventions, through which thought leadership and best practices can be shared.

Similarly, regular re-strategising and fund-diversification based on landscape trends will be essential post COVID-19. Funders are inclined towards adapting to newer and more effective solutions. For instance, some funders believe that community resilience models have proved particularly impactful during the COVID-19 related national lockdown. Systematic validation of such findings will prove to be particularly valuable as they will ensure effective action by community-level institutions. The factors associated with increased risk of trafficking, such as poverty, will further fuel post COVID-19, and hence investing in factors that enhance resilience of communities and capacity of organisations closer to these communities is essential.

1.2.4. Implementing organisation's role in AHT

Due to growing number of trafficking and re-trafficking cases, organisations are increasingly realising to the need for collaboration with other implementing organisations across states to ensure holistic care and reintegration of survivors.[60] There have been instances where organisations have gotten together for interstate rescue and rehabilitation of survivors. It is also important to note that a number of these partnerships are initiated and enabled by the funders who have built close networks with their grantees across HT source, transit, and destination hubs. However, several AHT organisations lack access to such networks and were found working in silos, replicating existing solutions in their intervention areas without much clarity on the outcomes and impact of the interventions.

Poor collaboration between organisations also leads to delayed justice in cases of interstate victim compensation. While survivors are supported throughout rehabilitation and reintegration with interstate and intrastate partnerships between the implementing organisations, ensuring prosecution of traffickers/ brothel owners/ factory owners and releasing victim compensation for survivors continues to be a challenge. A lot of interstate cases go unreported due to FIRs not being filed and further trial cases not being pursued. This results in low rates of prosecution and scope of legal support provided to the survivors.[61]

1.2.5. Community's role in AHT

Community units such as the family, panchayat members, local administrative bodies are the immediate stakeholders that interacts with a survivor. The community plays an integral part in prevention of HT and rehabilitation of its survivors. Growing literature suggests that involvement of community members is an important tool in preventing trafficking among the vulnerable communities, particularly adolescent girls. An effective monitoring and interception system at the community-level, created by the community itself is effective in prevention of cases of trafficking.[62]

Community-policing models are increasingly being used by implementation organisations to curb trafficking at the source itself. These models build on the notion that community interaction and support can help in controlling crime. Implementation organisations intervene to form partnerships between with the police and community members to form communal safety nets that use different strategies such as foot-patrolling and problem-solving at the neighbourhood-level. For instance, during festivals the police engages civil society organisations, individual volunteers for crowd control and other activities like helping in communication and tracking missing people.[63]

However, involving community members is a task easier said than done, despite several attempts the awareness levels on HT among community members in India generally remain low. Key community stakeholders like panchayat members lack the sensitisation needed to deal with survivors of trafficking. Often, the family members are involved in re-trafficking of survivors. There is a growing need felt to involve local-level village representatives, grassroots women's organisations, youth groups, teachers, medical personnel, apart from parents and guardians in these community policing models in order to make them more effective in preventing vulnerable communities from getting victimised.[64]

To assess the health of inclusive community-based rehabilitation models among other factors during the national lockdown, Sattva implemented a rapid assessment. Box 1 details out the key findings on interstate collaborations—given, the interstate border shutdown during the said period there were serious operational hindrances in programme implementation.

Organisations have been unable to undertake interstate rescues during lockdown. Funders have shifted their focus from survivors to providing immediate relief to the community

The funding ecosystem of AHT space has been impacted severely as funders are not allocating special funds for interventions towards survivors of HT. There has however been a rise in budget allocations towards community relief. Organisations are also being bound to their own communities in their areas due to restrictions in place on cross border travelling amid lockdown and there has been little/no interstate activity. Few organisations have reported conversations with funders as an attempt to bring home migrants belonging to their own states. Due to the lack of funds, organisation leaders are drawing from their personal accounts to support their communities. They are also receiving funds for relief and/or advocacy efforts from community and government authorities; however, these have been limited.

Box 1: Implications of COVID-19 on interstate partnerships

1.3. SURVIVOR'S JOURNEY

Despite the emerging multi-pronged solution landscape, many gaps and inefficiencies continue to plague the landscape which lead to increasing vulnerability of the at-risk population which may, in turn, lead to the re-trafficking of rescued survivors.

Figure 9 maps the journey of a victim from being trafficked to becoming a trafficking survivor and changemaker who is further combating trafficking as a key stakeholder in the solution ecosystem.

SOURCE

Vulnerable individual

Abducted/coerced/lured

Primary causes of trafficking:
• Low levels of education
• Frequent natural disasters such as floods and drought due to which there's high displacement and migration of people in search for viable livelihood opportunities
• Lack of livelihood opportunities in rural areas for landless households
• Cultural imbibing of sex trade

TRANSIT

Travel from source to destination

Sold to brothel or labor factory or sold to another trafficker

Travel to another destination, in case sold to another trafficker

Means of trafficking:
• Kidnapping
• Marriage or promise of marriage
• Compulsion into servitude derived from debt
• Luring through:
  - promise of better lifestyle
  - promise of income opportunities

Transit means:
• Bus
• Cars
• Railways
• Airfare (to gulf countries)
  Noticeably the trafficked person is exchanged among multiple traffickers before reaching the destination

DESTINATION

Work at the destination

RESCUE

Raid at destination

Sustained efforts to rescue bonded /debt labourers

Rescue during transit

Rescue
• AHTU members
• Local police officials
• NGO members, Intermediary organisations such as Childline
• Village, district and block level departments/authorities
• Informants at community level
• Community and any community vigilance committee
• Caregivers/family

PROSECUTION

Lodging a case with police

Police investigation and case follow-up

Court appearances multiple times

Closing of case and prosecution of trafficker

Closing of case without trafficker prosecution and no VC due to lack of evidence, incorrect filing or withdrawal from survivor

Closing of case with victim compensation received

Identification of survivor's address or guardians

Prosecution
• Police officials
• DALSA/SALSA/NALSA lawyers
• Paralegals
• NGO networks with legal advisors
• Community and community awareness entities (Anganwadis/ASHA workers)
• Medical officials (Block/district level)
• Village/Block/District/State level authorities
• Investigation agencies
• Judiciary system of India:
  - Supreme court
  - High court
  - District court

Basis identification and verification of parents and guardian, CWC (minors) or the Court (adults) places survivors in 3 types of shelter homes:

• Community rehabilitation: In case of adults when guardian is deemed unfit or cannot be identified
• Long-term rehabilitation: In case guardian is deemed unfit or cannot be identified for minors
• Transit rehabilitation: Rehabilitation till guardian and address identification

REHABILITATION

Sending of survivor to rehabilitation shelter homes

Transit or short-term rehab

Long-term rehab

Community based rehab

Travel to source or identified guardian's location in case survivor address or guardian has been identified and both deemed fit

Rehabilitation
• NGOs for:
  - Survivor identification
  - Shelter homes
  - Rehabilitation support
• Human rights commissions
• CWC/Courts
• Police officials
• Community
• Government authorities running shelter homes
• Government entities at village/block/district and state level

REINTEGRATION

Re-trafficked

Successfully reintegrated with viable alternate livelihood interventions

Becomes a Change-maker

Reintegration/Repatriation
• NGOs
• CBI, CID
• BSF
• Local police officials
• Government departments with regard to welfare scheme enrolment (education, employment, health, identity), Village/Block/District/State level authorities, Central government (Home ministries)
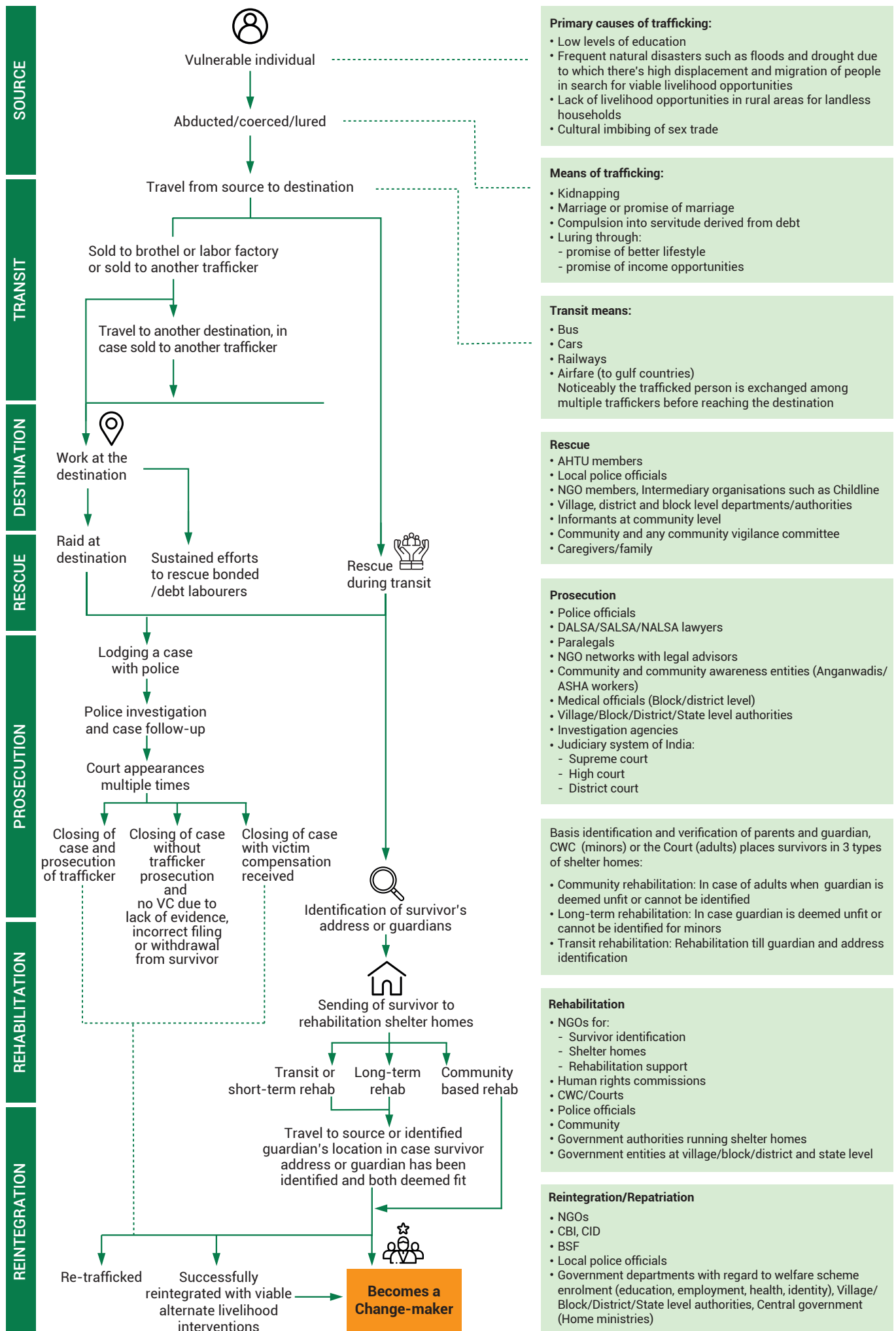
Figure 9: Lifecycle of survivor
Source: Sattva Analysis of information shared by leaders of 59 organisations

1.4. GAPS IN THE AHT ECOSYSTEM

The response to HT and support provided to a survivor across the survivor lifecycle has been highly unorganised often leading to ineffective reintegration of survivors. Key structural and institutional gaps that are currently hindering holistic reintegration of the survivor include:

1.4.1. Structural gaps

a. Failure to look at the lifecycle of trafficking:

• The government does not give adequate focus to the rehabilitation of the survivor, making them susceptible to being re-trafficked. The survivors are put in government-run shelter homes that often fail to rehabilitate survivors as they are unable to provide skills and training that makes survivors employable but instead make them feel punished and incarcerated.[65] This 'traditional shelter-based rehabilitation' approach has also been criticised by several experts in the past.[66] According to these sector experts this approach—pulling trafficking victims out of their workplace post-rescue and confining them by keeping them in strict confinement, which often results in instances of escape from the shelter homes. Overall, such an approach does not empower the victims but rather leads to violation of human rights of the survivors.

• Many skills training programmes for rescued survivors tend to focus on simple and often outdated courses in tailoring, candle-making, salon services that are not viable post rehabilitation and reintegration stage. At present, there are no linkages with the skills development initiatives of the government or collaborations with appropriate government or non-governmental organisations to provide employment services/ entrepreneurship development training, which include skills, knowledge, and resources, marketing skills and micro-credit at the district-level, where the resident is reintegrated. A few implementing organisations have identified these issues and are able to provide skills that interest the survivors, enhance their employability in the market, and boost their self-confidence and self-esteem. An increasing number of implementation organisations recognise that survivors of trafficking need to be enabled with market-relevant livelihoods, as well as basic education and life skills—they are attempting to design trauma sensitive programmes.[67]

b. Lack of coordination and systemic interventions:[68]
• Anti-Human Trafficking Units (AHTUs), created by the Ministry of Home Affairs (MHA) but maintained by state governments, served as the primary investigative force for human trafficking crimes. Across India, there is lack of coordination between the local police, Anti-Human Trafficking Units (AHTUs) as well as various government departments and agencies at local, state,

and national levels. Similarly, there is a mismatch between allocation and utilisation of budgets – while there is lack of budgets for NGOs, the budgets for AHTUs are under-utilised. At the end of the reporting period, the government announced it would use $14 million in funding from its Nirbhaya Fund (established in 2013 to protect the dignity and safety of women) to expand AHTUs from 332 districts to all of India's 732 districts and provide additional training and resources to existing AHTUs.[69] State Governments and civil society nationwide agreed the majority of the 332 AHTUs currently active were not sufficiently funded or trained, nor solely dedicated to trafficking. Most states failed to adequately resource and prioritize AHTUs. As a result, AHTUs spent their time and resources[70] on other crimes. This included reports of missing persons, which could lead to identification of trafficking victims. Despite these shortcomings, some implementing organisations reported good working relationships and effective coordination with local AHTU units.

• There are no integrated platforms or mechanisms in place to track trafficking cases at source and destination—this is a result of the larger problem of poor coordination between source and destination officials. However, there has been a rise in networks that are working to create cross-sectoral support for AHT, including NGOs involved in rescue together with lawyers and the police.

1.4.2. Institutional gaps

a. Gaps in law and corruption:
• Laws on Human Trafficking—the Immoral Traffic Prevention Act, the Bonded Labour Act, and even certain sections of the Indian Penal Code—have not been successful in securing convictions or increasing rehabilitation for survivors of trafficking. For instance, these laws criminalise brothel managers and employers, but are not able to effectively prosecute traffickers due to challenges involved in tracing the traffickers. They try to fight the crime at one end (the destination) while allowing impunity at the other (the source).[71]

• Police officers are often part of the trafficking nexus. Corrupt police officials increase the risk of failures of raids by tipping off brothel owners and traffickers of upcoming raids.[72]

• The trafficked survivors are also at the risk of being abused or treated as a criminal. The AHTUs are in most cases non-functional and police often view this as a punishment posting and are uninformed about their roles and duties. They often avoid registering a trafficking case by filing it as a missing person case to avoid investigation.[73]

b. Lack of data:[74]

• There is a significant lack of reliable data on trafficking in India. There is no reliable data provided publicly by government agencies on a yearly basis. Even for the data available, there are wide variations in data for the same or similar indicators. For ex: National Crime Records Bureau (NCRB) accounts the number of reported cases which are exceptionally, while the actual number of trafficked victims runs into millions. A lot of cases go unreported as parents are very hesitant to report—hence, there are no available valid survey methods that can crack the actual number of HT in India

• There are limited research reports and systematic reviews that track child trafficking, rescue, and reintegration in India. There are no clear best practices on child rescue, and post-rescue support. Furthermore, there are no functional tracking systems in place currently. For instance, systems tracking missing children are not linked to child trafficking even though there is likely a significant link between the two.

c. Victim Compensation:[75]

• The victim compensation offered vary from state to state in India. States with high rate of trafficking in women and children reward exceptionally low compensation amounts. For instance, states such as Assam and Chhattisgarh offer only Rs. 10,000 and Rs. 20,000 respectively despite the incidence of trafficking being exceedingly high.

• Victims however have trouble accessing compensation and achieving a safe recovery due to fragmented policies and implementation failures. There is no policy to guide victim compensation, particularly for the finalisation of the minimum and maximum amount of compensation and the procedures involved.

To overcome the discussed structural and institutional gaps that hinder the holistic reintegration of survivors, the AHT solution landscape is slowly shifting towards adopting approaches that combine service delivery with system strengthening interventions.

The next set of chapters will present a deeper analysis of key AHT interventions, that are embedded in the solutions landscape of the 59 surveyed organisations, in addition to understanding the key motivations of these organisations and their leaders, their theory of change, and organisation structure and dynamics to unravel the best practices that can address the systematic gap in the implementation of AHT solutions.
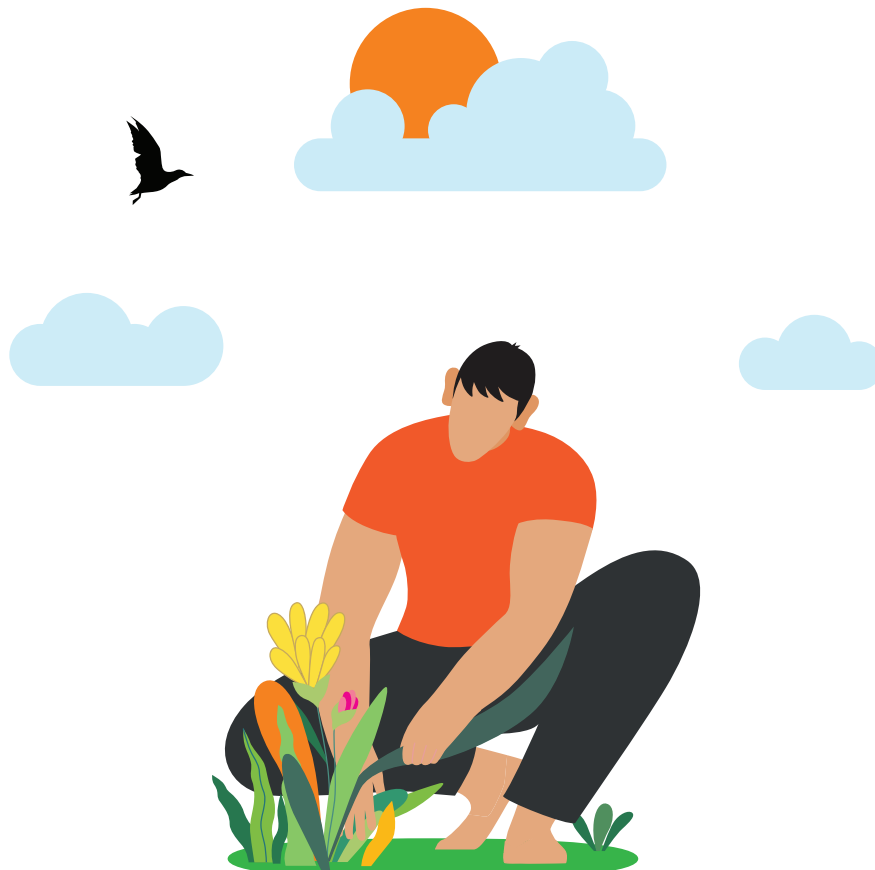
Chapter 2:
Interventions by solution ecosystem on combating Human Trafficking
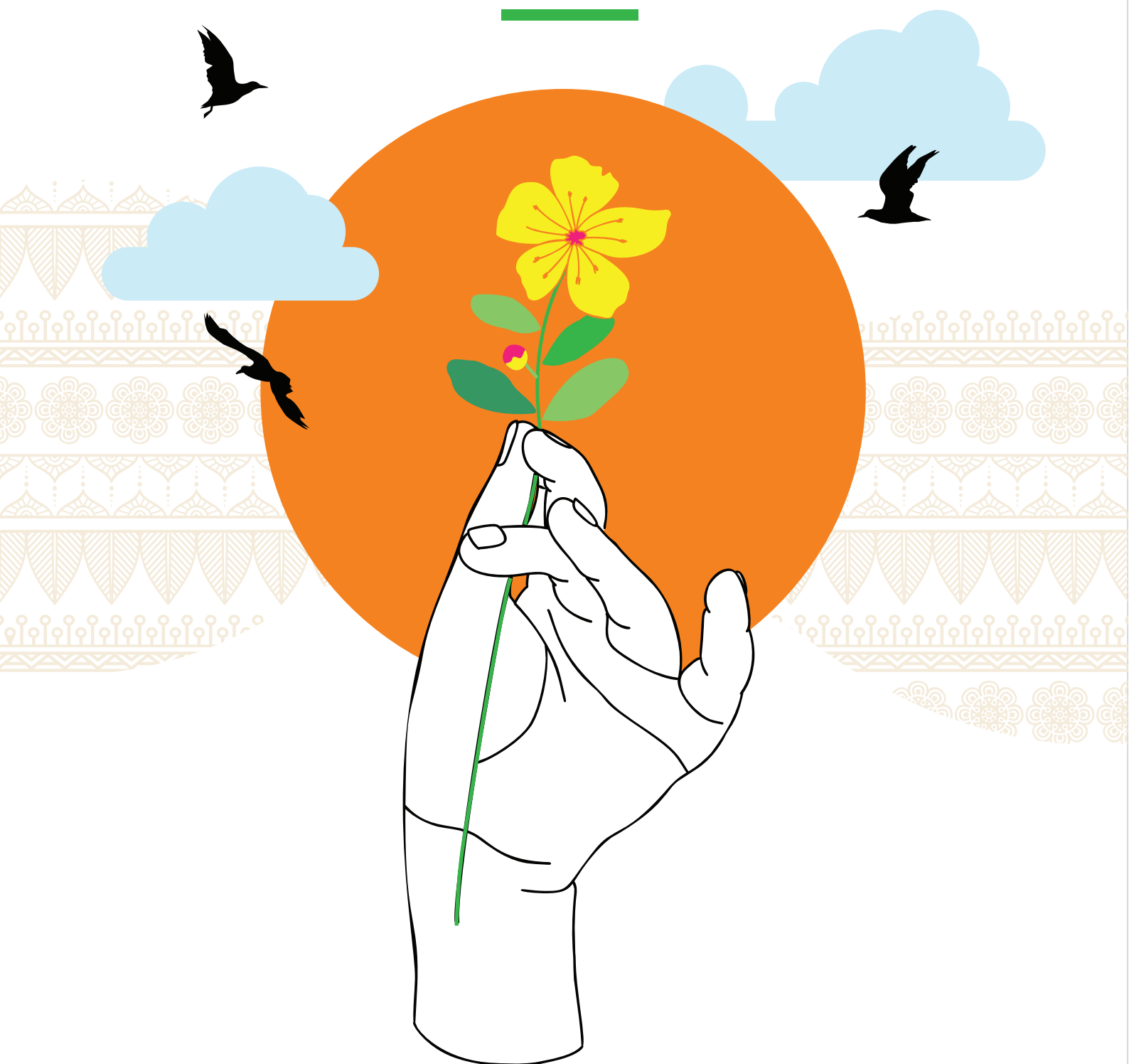
2.1. INTRODUCTION

To build a holistic understanding of the AHT landscape in India, it is essential to understand the various activities and sub-activities that are being undertaken by various stakeholders in the space – this will aid in the mapping of the areas of interventions that are better represented from the areas that need support.

Further, for a more nuanced understanding of the baseline in the AHT space, there is a need to determine the relevance, efficiency, effectiveness, impact, and sustainability across AHT interventions archetypes, that is, Prevention, Rescue, Rehabilitation, Reintegration and Research and Advocacy (2P4R). Consequently, this chapter aims to present a rounded set of measures that capture both the concentration and quality of the broad intervention archetypes implemented by the AHT organisations in India.

To achieve this objective, Sattva designed a primary interview survey and used it to interview 59 organisation leaders in the AHT space. Further, to supplement the findings from the primary interview analysis, Focus Group Discussions (FGDs) were conducted with 52 survivor groups, additionally, qualitative interviews were designed and conducted with 120 ecosystem stakeholders across 16 states of India. Hence, this chapter aims to qualitatively capture the AHT landscape across the continuum of players and interventions using primary interviews with organisation leaders, in addition to other ecosystem stakeholders, and survivor FGDs—that were collectively held between December 2019 to March 2020.

The first section of the chapter presents a profile of the 59 surveyed organisations using descriptive statistics. This is achieved by leveraging the qualitative data gathered from primary interviews with organisation leaders. Section 2 of the chapter then proceeds to present intervention analysis across 2P4R, each of these six areas has been individually analysed in separate subsections using three approaches.

Three approaches to analyse 2P4R:

1. Descriptive statistics based on primary interviews with organisation leaders on:
- Key activities and sub-activities that the organisations undertake
- A synopsis of the organisations' average geographical reach, the target groups it works with, and its interface with institutional stakeholders.

2. DAC analysis of the relevance, efficiency, effectiveness, impact measurement and sustainability of interventions. Again, this analysis is based on data from the primary interviews with organisation leaders.

3. Key gaps and challenges based upon inputs across the spectrum of interviewed stakeholders.
- The section will also discuss the emerging innovative solutions to the identified gaps and challenges—some of these solutions have been recognised as best practices across the 2P4R solutions ecosystem and have been acknowledged accordingly.

The last section of the chapter, Section 3, captures the impact of 2P4R interventions on the survivors. This has been analysed and determined using data from the survivor FGDs. This section also captures the impact of COVID-19 related national lockdown on the AHT ecosystem in terms of funding.

Across all methods of analysis, percentages have arrived from frequency tabulation of aggregated qualitative data.
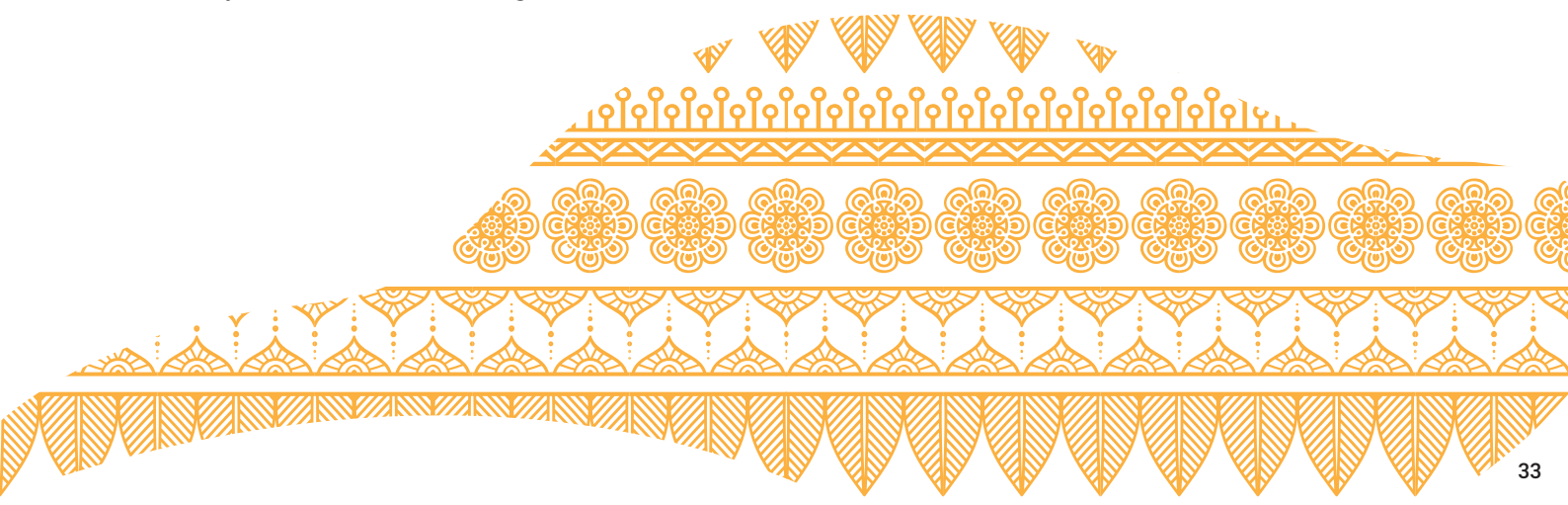
2.2. DESCRIPTIVE STATISTICS: BROAD PROFILE OF THE 59 SURVEYED ORGANISATIONS

Majority of the surveyed organisations (95%) have a direct focus on combating HT.
Organisations that do not have tailored interventions to address HT (5%) work with the at-risk population indirectly (refer Figure 10 and 11).

The indirect work with the at-risk population is a spillover of direct interventions in other sectors social such as health, WASH, education, and generating sustainable livelihoods etc.

DIRECT FOCUS:

Organisation provides one or more solutions across 2P4R in Sex, Labour and allied forms of Trafficking

INDIRECT FOCUS:

Organisation with no tailored interventions in AHT, but indirectly impacting vulnerable population while working in other sectors such as Health, WASH, Education, etc.

Figure 10: Organisations working with the at-risk population could have a direct or indirect focus on AHT interventions

Figure 11: Distribution of organisations by depth of focus (direct vs indirect) in AHT solution ecosystem (n=59)

Of the surveyed organisations working directly in the AHT solutions ecosystem, **43% of the organisations reported working on both Labour and Sex Trafficking** (refer Figure 12). Within Labour Trafficking, most of the

surveyed organisations (62%) are particularly focused on working towards eliminating forced labour followed by bonded labour (refer Figure 13).
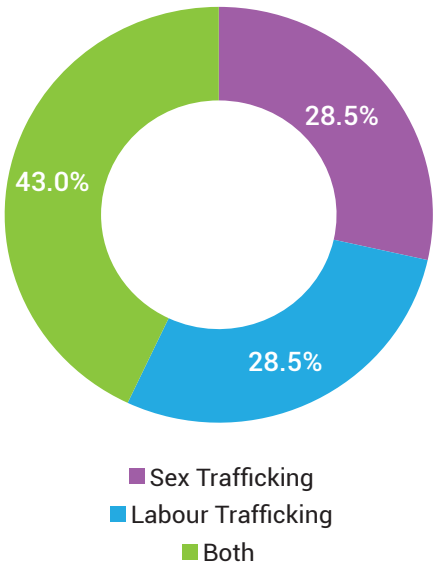
Figure 12: Distribution of organisations directly combatting Labour and/or Sex Trafficking (n=56, 95% of the 59 surveyed organisations)
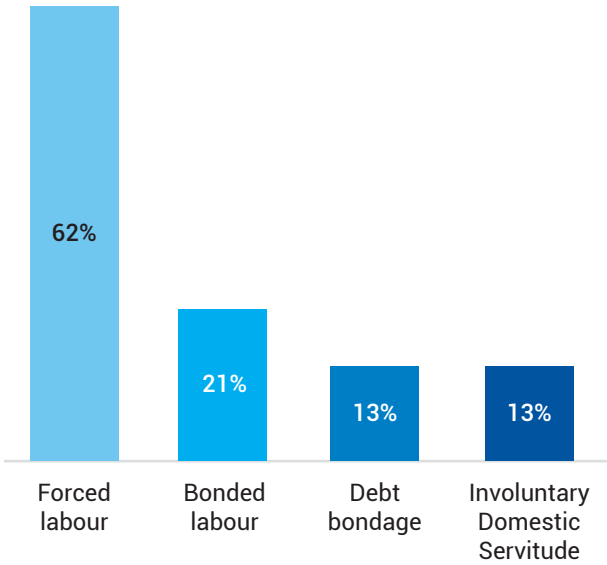
Figure 13: Distribution of organisations combating various forms of Labour Trafficking (n=40, 76.5% of the 56 organisations working directly in the AHT solutions ecosystem)

The maturity of the surveyed grassroots organisations varies from 1 to 27 years, however more than half of the organisations (59%) are categorised as nascent.

(refer Figure 14). More than half of the organisations (58%) are mid-sized with an annual budget of INR 1-10 crore (refer Figure 15).
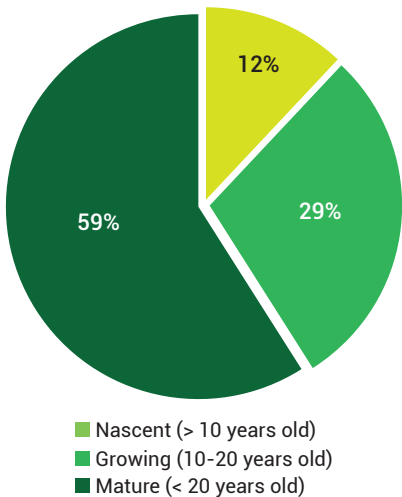
Figure 14: Maturity of the organisations by age of the organisations in years (n=59)

Organisations with budget (INR) of:
<1 cr -Small, 1-10 cr - Medium, >10 cr -Large
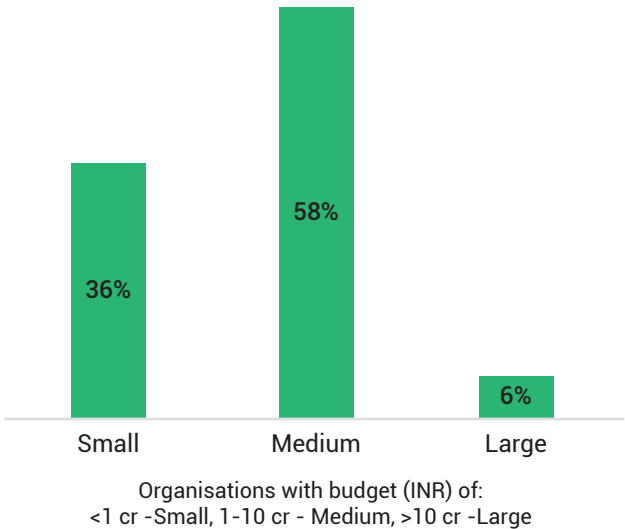
Figure 15: Size of the organisations by annual budget (n=59)

Of the surveyed organisations, 90% were found focusing on aspects of work that can be categorised under the broad area of research and advocacy in addition to other prevention interventions. However, only 22% of

the organisations were found working in the area of prosecution - highlighting the need for greater focus to support this intervention archetype and its allied implemented activities (refer Figure 16).
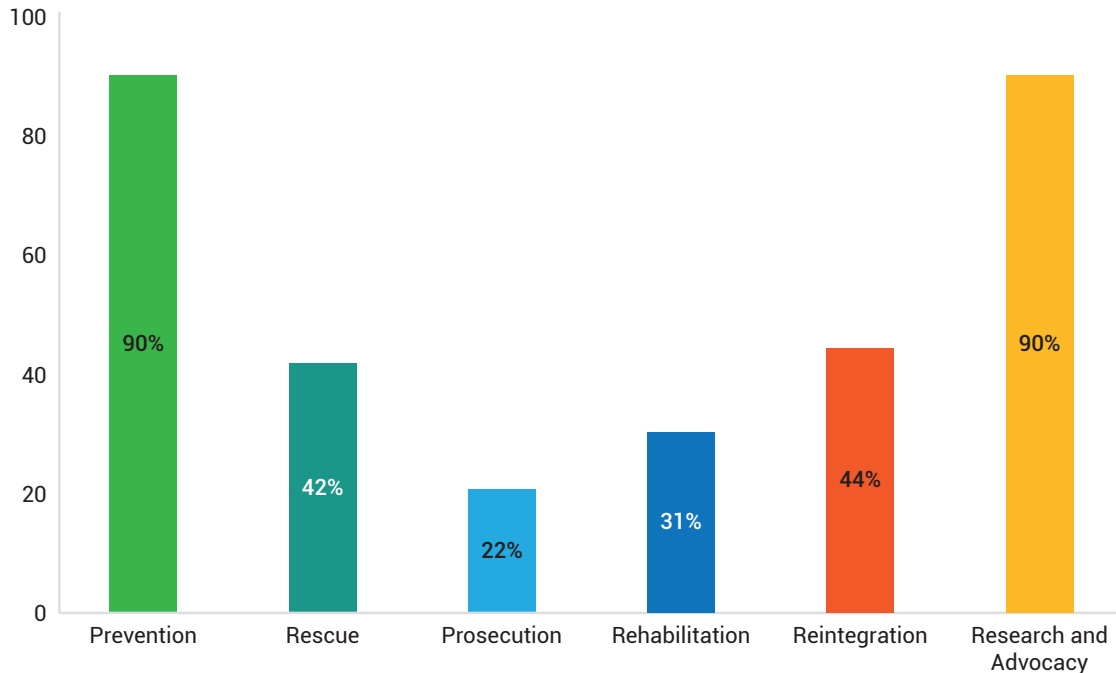
Figure 16: Distribution of organisations by type of interventions across the 2P4R (n=59)
Note: Each organisation can work on more than one type of intervention across 2P4R

2.3. INTERVENTION ANALYSIS ACROSS 2P4R

2.3.1. PREVENTION

Activities and sub-activities	DAC Analysis	Gaps and challenges

Of the surveyed organisations, 90% expressed understanding of the principle that strong preventive measures, at both the source and the destinations of HT, are critical for elimination of the root causes of trafficking - hence, they have ensured designing of programme interventions with a keen focus on prevention.

According to Dasra, 83% of traffickers stated that they procured women and children depending on the demand they received from the destination areas. Hence, organisations have been undertaking prevention interventions, at both source and destination areas.[76] Organisations working at source reported undertaking choice - enabling interventions, such as providing vocational skill training, generating alternate livelihood opportunities, and designing and supporting mass awareness campaigns. Concurrently, interventions at destination areas systematically focus on reducing the demand for sex work. The surveyed organisations in demand areas reported working on conducting gender sensitisation sessions in school, in addition to working with children of sex workers to reduce their risk of trafficking and coercion into sex work.

Ø Prevention

Source
Destination
Source and Destination
Source, Destination and Transit
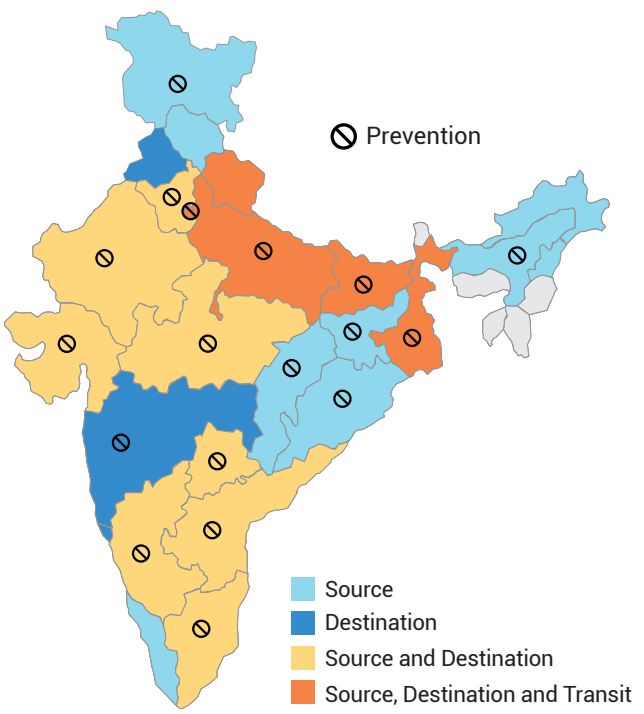
Figure 17: Prevention interventions across source, destination, and transit areas

77% Awareness activities

19% Ensuring re-enrolment of children in schools who have dropped out	55% Awareness on human rights and trafficking in vulnerable areas	25% Awareness programmes on response and reporting mechanisms	11% HIV/AIDS awareness and prevention with sex workers and truck drivers

TARGET COMMUNITIES

In and out-of-school children and adolescents, At-risk SC/ST communities and PWDs, Teachers, Anganwadi, ASHA workers, Sex workers with HIV/AIDS, Mill/Industry owners

64% Formation/strengthening of prevention systems

32% Strengthening existing mandated structures	47% Formation of local protective structures	30% Capability building of key response officials at local/ district level	11% Ensuring safe migration by setting up tracking systems at local level

TARGET COMMUNITIES

Panchyats, CPCs, CVCs, CWCs, SMCs, Police officers, Lawyers, AHTUs, Labour Department, Formation of Bal Panchyats, WCs, Adolescent groups, SHGs, Survivor groups

36% Economic empowerment activities

28% Vocational skills and generating alternate livelihood	13% Linkages to government schemes

TARGET COMMUNITIES

Adolescents and women in at-risk SC/ST communities such as Nat, Musahar, tribal groups, Parents of at-risk children

10% Prevention among 2nd generation children of sex workers

10% Ensuring education for 2nd generation children of sex workers	6% Safe housing for 2nd generation children of sex workers

TARGET COMMUNITIES

Children of sex workers in red light districts

■ Sex Trafficking   ■ Sex and Labour Trafficking

Figure 18: Activities and sub-activities within prevention intervention (n=53, 90% of surveyed organisations that reported implementing prevention interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations   *Note: An organisation can work in more than one activity mentioned above*

Institutional stakeholders that organisations work with to execute prevention interventions

DISTRICT/STATE LEVEL: District Education Officer (DEO), AHTUs, Local police officers, District Social Welfare Officer (DSWO), N/DLSA lawyers, Statutory bodies, Labour department
BLOCK/VILLAGE LEVEL: Panchayat, CPCs and CVCs at village and block, Child Welfare Committee (CWC), SMCs, Block Development officer (BDO), Block Livestock officer (BLO), Teachers, Aaganwadi, Asha workers, Mill/ Industry owners, Adolescents and women in at risk SC/ST communities such as Nat, Musahar communities, tribal groups, Parents of at-risk children, Local NGOs

To ensure the sustainability of prevention interventions, 64% of the surveyed organisations focus on formation/ strengthening of local protective structures to create safety nets at the community level, as shown in Figure 18. These safety nets are local structures such as survivor response groups, Bal Panchayat, adolescent groups, women groups.

Organisations also focus on strengthening existing institutional structures such as Community Vigilance Communities (CVCs), Child Protection Committee (CPC) and capacity building of key government officials who are first-line responders such as Panchayat, Police, Anti-Human Trafficking Units (AHTUs) etc.

Activities and sub-activities	DAC Analysis	Gaps and challenges

RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
62% of the surveyed organizations are ensuring relevance by: -Designing interventions after gauging current awareness through needs assessment/ baseline studies -Targeting areas where incidences of trafficking are high/ a greatest number of missing persons complaints -Tailoring previously implemented programmes to target segments and their current awareness levels -Ensuring areas of intervention are closer to targeted population segments	47% of the surveyed organisations are ensuring efficiency by: -Leveraging existing SOPs and outreach support extended by local/district/ state level officers such as DEO, DCPO, NSDC, MSD etc. However, the extended support does not include funding. -Leveraging funder network for funding support -Rs. 20 to 100/- / beneficiary for community- based awareness - Rs. 5000/ school for school interventions - Rs. 900/ beneficiary for vocational skills interventions - Rs. 4000/ structure for formation of local protective structures -Rs. 5000/ official for capability building programmes.	Only 28% of the surveyed organisations reported performing well against their planned goals 9% of the organization have feedback mechanisms in place to capture effectiveness of awareness sessions, out of which only 1 has a robust online feedback mechanism in place	All organisations measure impact of prevention interventions internally via employees, field staff and volunteers. Third party assessments are funder- led. Some output parameters used: - Attendance of community members in the awareness programmes - No. of schools, children, teachers covered -No. of capability building programmes conducted Some impact-based indicators include: - Increase in income, - Reduction in no of missing complaints	42% of the surveyed organisations are ensuring sustainability by: -Leveraging Teachers, Aanganwadi, Asha workers as change makers -Placement and market linkages for recipients of vocational skills/ skill development interventions -Incentivising members of Child, Adolescent, Women Groups, Survivor Response Groups, Community- Based Organisations (CBOs)- empowering them to start businesses and later withdrawing support. -Documentation of SOPs, implementing capability building frameworks that can be replicated by other organisations

Table 1: Relevance, Efficiency, Effectiveness, Impact and Sustainability of prevention interventions

Lack of tailored AHT awareness interventions: Prevention of HT requires tailored interventions targeting behaviour change through awareness generation. However, most of the surveyed organisations have not designed such tailored awareness generation programmes. On average, the surveyed implementing organisations tended to combine the generation of HT awareness with other education, health, and WASH-related awareness interventions. Therefore, on aggregate, organisations have scored low on efficiency because of the lack of tailored HT awareness interventions. However, a few organisations have started implementing tailored approaches for sensitising and mobilising the most vulnerable sections of the society, for instance Contact Base has been leveraging the medium of street theatre and ventriloquism to fuel sensitising and mobilizing efforts.

Lack of functional reporting mechanisms: Even as NGOs and governmental bodies focus on awareness generation activities, they do not adequately invest in establishing mechanisms for reporting HT cases. Occasionally, when such mechanisms are established, they are often reported to be non-functional due to resource constraints. Despite of the lack of centralised reporting systems, few organisations such as Nedan Foundation, Srijan Foundation, MSEMV, CECOEDECON, Vaan Muhil etc are increasingly forming local protection structures such as CVCs, CPCs, survivor response groups, and adolescent groups at the community-level. These sustainable groups also serve as reporting structures that identify and report trafficking incidences at source destinations.

Lack of viable alternate livelihood interventions: Livelihood interventions are the most successful when they are market-oriented, relevant to geography and targeted at the at-risk population. Implementing organisations have reported low uptake of the offered solutions - this is due to poor market relevance of designed programmes and their consequent inability in generating viable livelihoods. Recognising the need for viable livelihood interventions, some organisations such as Sneha Foundation are tailoring their skilling interventions to generate viable livelihood opportunities. In Karnataka, Sneha is working with Devadasi community to form and train Kishori groups in fashion designing, jeans stitching, office management course etc, based on the need of the community. Similarly, recognising the need for holistic individual development, Nishtha in West Bengal (WB) provides leadership and life skill training with a focus on reproductive health care, sex education, rights to safeguard against deprivation, gender discrimination, and child trafficking.

Lack of sectoral understanding among key ecosystem stakeholders: Due to their lack of awareness on HT and complexities associated with it, 30% of the surveyed organisations reported engaging in capacity building of key response officials at local/district-levels. Analysis of primary interviews with key ecosystem stakeholders revealed the lack of HT subject-matter awareness amongst key response officials. They were not strongly familiar with the extent of HT in their areas and the steps that need to be initiated to when a trafficking case surfaces and is identified. Recognising the lack of sectoral understanding among key ecosystem stakeholders, few organisations such as Prayas, Srijan Foundation, Kajla Janakalyan Samity (KJS), Suprava Panchashila Mahila Udyog Samity (SPMUS), Sanlaap and Shaheen are closely working with response officials to increase their awareness and capacity by informing them of trafficking in their areas, mapping vulnerable areas and population segments. Further, they are diligently working with response officials to connect vulnerable communities with government schemes - to enable the at-risk population with vocational skills and livelihood opportunities.

Inability to maintain strong network and implementation action with key government officials: Even as organisations establish a rapport with key response officials and invest in their capacity building, these efforts do not often render expected results as officials are continuously transferred. This increases the burden on the organisations to build capacity and rapport with new response officials who get transferred-in, leading to an endless cycle of investing time and resources.

2.3.2. RESCUE

Activities and sub-activities	DAC Analysis	Gaps and challenges

Of the surveyed organisations, 42% are undertaking rescue activities, of which 30% are undertaking interstate rescue activities through partnerships with state governments and implementing organisations across source, transit, and destination states. These partnerships are either in the form of official MOUs or through informal partnerships. As shown in Figure 20, while most of the organisations (84%) are carrying out rescue activities at source and transit areas, only 4% are undertaking sting operations out of fear for safety. Few mature organisations have established rescue helplines and formed crisis response teams at community-level due to poor or non-functional rescue infrastructure at the local level.

Multiple organisations were found leveraging the relations and networks formed with panchayat, local adolescent/ women/ child groups that they have built through prevention interventions to identify trafficking cases and report them to the police. Organisations have also begun strengthening their sex worker-led CBOs or survivor collectives to respond/ rescue people in crisis.

Rescue

- Source
- Destination
- Source and Destination
- Source, Destination and Transit
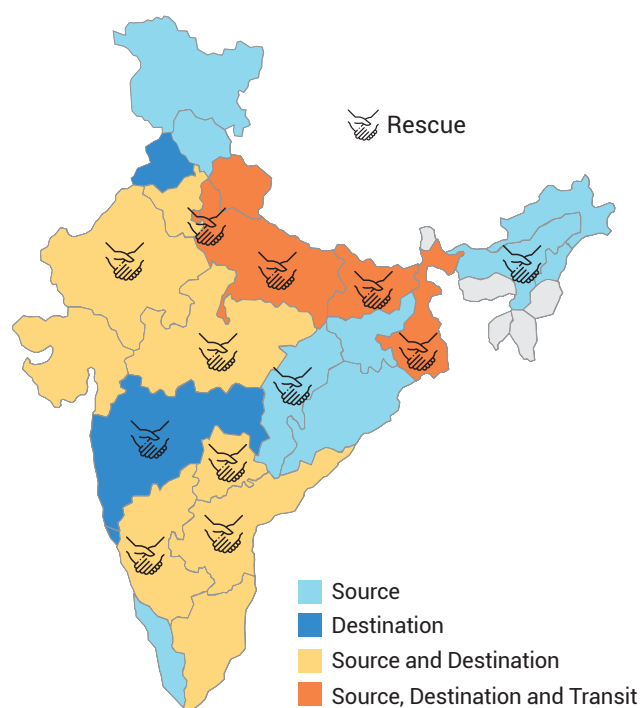
Figure 19: Rescue interventions of organisations across source, destination and transit areas

24%
Establishing/strengthening rescue systems

12% Establishing rescue helplines	**12%** Formation/ Strengthening crisis response or rescue teams

TARGET COMMUNITIES

Adolescents and women in at-risk SC/ST communities such as Nat, Musahar communities, tribal groups etc., Sex workers in distress

92%
Rescue activities

40% Rescue operations at destination	**84%** Rescue operations at source/ transit	**4%** Sting operations

16%
Post rescue operations

16%
Immediate housing, food, medical aid

TARGET COMMUNITIES

Both voluntary and involuntary: Young girls and boys forced into sex work, Child labourers, Street children, children in vulnerable condition, Bonded labourers, Domestic servitude labourers, Debt bondage and servitude among migrant labourers, Abducted/coerced/lured, Individuals in both labour and sex trafficking

■ Sex and Labour Trafficking

Figure 20: Activities and sub-activities within prevention intervention (n=53, 90% of surveyed organisations that reported implementing rescue interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations   *Note: An organisation can work in more than one activity mentioned above*

Institutional stakeholders that organisations work with to execute rescue interventions

STATE LEVEL: State government authorities (State Department of Women and Child Development), Statewide NGOs and NGO networks/platforms, National investigation agencies, CID, Labour department

DISTRICT/VILLAGE LEVEL: AHTU members, Local police officials, Intermediary organisations such as Childline, Community and any community vigilance committee, Panchayat, BLCPC, VLCPC, Local NGOs, Local leaders, activists, unions, Mill/ Industry owners

Activities and sub-activities	DAC Analysis	Gaps and challenges

RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
28% of the surveyed organizations are ensuring relevance by: • Community mapping/ vulnerability mapping of target areas **where incidences of trafficking are high/ a high number of missing persons complaints** •**Creating high risk for traffickers in source/ transit routes with continuous surveillance equipped with local field rescue teams** across the trafficking corridor 12% of the organisations have set up local helplines because of **lack of tailored rescue helplines for women and sex workers** **Crisis response team for voluntary sex workers in violent situations** 4% of the organisations are conducting sting operations before rescue operations to generate evidence of trafficking for police	Organisations are **leveraging existing SOPs from Childline** for rescue operations Most of the organisations are **leveraging information from Childline or from the nodal agency** Forming partnerships with **AHTUs, local police officers, railway police officers** for rescue operations Organisations are leveraging **local adolescent/ women/ child groups formed** to identify trafficking cases	**100% of the surveyed organisations reported cases of re-trafficking.**[6] In forced rescue scenarios, organisations expressed **frustration due to the rescued survivors not acknowledging that they were trafficked, and survivors in turn blaming the NGO** representatives for "rescuing" them. Approximately **8% of the organisations have ceased forced rescue activities** due to increasing frustration and cases of re-trafficking	**All organisations measure impact of rescue interventions internally** via employees, field rescue team and volunteers. **Third party assessments are funder led.** **Some output parameters used include:** • No. of children rescued at transit • No. of sex workers rescued at destination **Some impact-based indicators include:** • Reduction in re-trafficking cases As there are multiple organisations involved in the rescue value chain, a single child/ adult rescued is recorded as impact across multiple organisations, though the actual rescue organization who rescued the child was different.	**20% of the surveyed organisations are ensuring sustainability by:** • Empowering **Panchayat, local adolescent/ women/ child groups formed by the organization to** identify trafficking cases and report to the police • **Strengthening sex worker led CBOs to respond/ rescue fellow sex workers in crisis.** • **1 organization Identifies traffickers and their motives to provided them with alternate livelihood instead of reporting them to police** to prevent them from trafficking people from their villages. These transformed traffickers, in turn, report other traffickers in the villages

Table 2: Relevance, Efficiency, Effectiveness, Impact and Sustainability of rescue interventions

While all organisations have reported cases of re-trafficking, 8% of organisations have ceased rescue activities due to increasing frustration with re-trafficking. During instances of forced rescue interventions, organisations often undergo the brunt of the survivors not acknowledging their own trafficked situation.

Absence of Standard Operating Procedure (SOP) to prepare for and conduct rescue operations: Absence of an SOP leads to increasing failure of rescue attempts, often alerting the traffickers in advance. Organisations expressed that most of their rescue efforts are unsuccessful due to internal leaks to traffickers. While organisations such as HELP, Prayas, Center Direct, Ek Kiran AROH work along with the police and AHTUs and follow the SOP set by Childline and UNODC on paper, in practice these are not followed by the police. The surveyed organisations reported instances where certain police officers have been a part of the human trafficking nexus, wherein the traffickers/ brothel owners/ industry owners are alerted ahead of rescue operations and survivor(s) are moved to another location before the rescue team arrives.[77]

No logistical and safety provisions are in place for field staff who are a part of the rescue operations which puts both the rescue team and the rescued survivor at risk. According to the official norms, a female police officer or social worker should be included in rescue operations, but due to fears of personal safety, rescue operations are often undertaken in the absence of these mandated team members.

Inactive AHTUs due to staffing issues and AHTU responsibilities being perceived as burdensome in nature: In most of the districts, there are no dedicated police officers assigned to AHTUs. Further, the delegation of AHTU duties are perceived as additional responsibilities. According to the implementing organisations, police officers who are already burdened with work often do not have time to carry out AHTU duties, such as conducting raids, gathering data and evidence for ongoing cases of trafficking. All organisations reported giving off tips to the police for raids. However, NGOs have often had to carry out the raids on their own in the absence of police support. While most of the organisations in rescue have partnered with Childline to receive tip-offs, organisations such as Nedan Foundation have developed a reporting system where anyone can give tipoffs on trafficking incidents through text messages. Shaheen, an organisation based in Hyderabad is also undertaking sting operations to share the information with media in absence of response from key police officials in their areas of operation.

Lack of system in place for tracking children/adult survivors post the rescue phase to ensure successful rehabilitation and reintegration and prevent re-trafficking. Child Labour Trafficking system (CLTS) are either not functional or if functional are not updated regularly. Due to lack of tracking systems, few organisations such as Badlaav Samiti, Solidarity Foundation, Shaheen, DSWS, Barasat Unnayan Prostuti (BUP) and Goranbose Gram Bikash Kendra (GGBK) are leveraging their community level groups such as crisis response teams, survivor groups, and CVCs to track survivors post reintegration.

2.3.3. PROSECUTION

Activities and sub-activities	DAC Analysis	Gaps and challenges

Of the surveyed organisations, less than a fifth of the organisations, i.e. 22% are working in the space of prosecution. To assist the survivors throughout the legal process of seeking for justice, the following activities are undertaken by organisations undertaking prosecution activities:

1. **Providing legal assistance**: Enabling access/ linkage to D/N/SALSA lawyers or in-house lawyers to pursue legal cases on behalf of victims.

2. **Filing a complaint**: Ensuring that First Information Reports (FIRs) are filed with the right sections invoked. These are filed either by the survivor or by survivor's family.

3. **Pursuing claims**: Gathering evidence to help law enforcement agencies in identifying and apprehending traffickers. Liaising with courts, senior police officers and other government officials in the case of non-registration of FIRs and working with lawyers to get all applicable charges included at the trial stage.

4. **Protection of the survivors and witnesses**: Ensuring safety of the survivor, survivor's family, and witnesses apart from ensuring survivor's appearance in court proceedings or at times facilitating video conference calls.

5. **Ensuring prosecution and Victim Compensation (VC)**: Applying for compensation for victims, wherever eligible, under the relevant legislations and ensuring prosecution of traffickers/ brothel owner/ factory owner amongst other culpable parties.[78] As shown in Figure 22, 54% of the surveyed organisations are spearheading legal progress through training law enforcement officials, advocacy for legal reforms, and filing public interest litigation (PIL). However, utilising this jurisprudence in the lower courts and ensuring the directives and orders are followed in practice remains challenging.[79]
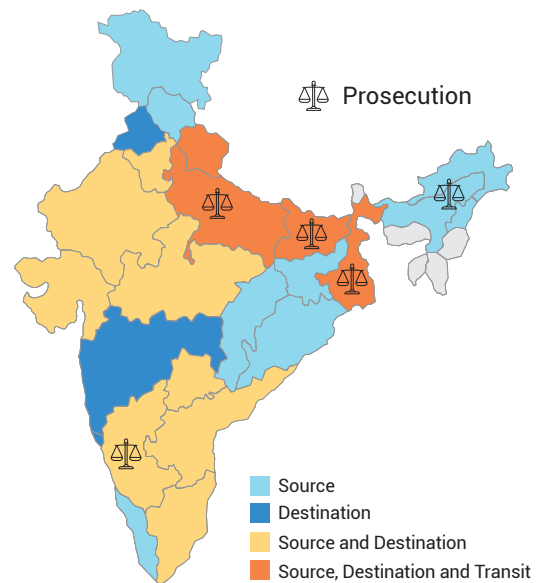
Figure 21: Prosecution interventions across source, destination, and transit areas

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54%
Establishing/strengthening legal systems

46% Providing training to sensitise law enforcement and legal authorities	**7%** Advocacy for legal reforms	**31%** Gathering evidence and help law enforcement agencies to identify and apprehend traffickers

TARGET COMMUNITIES

Police, AHTU, Railway police, CBI, BSF, DM, JJ system, Directorate of Child Rights and Trafficking, DCPO, D/S/NALSA lawyers

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92%
Legal support

38% Filing FIRs, ensuring rights sections are invoked via survivor/ survivor's family	**46%** Filing PILs/ Procedural Correction (PC)/ Victim compensation (VC) via survivor/ survivor's family	**77%** Access to in house lawyers, facilitating linkages to D/S/NALSA lawyers	**38%** Ensuring protection of survivor and witnesses

TARGET COMMUNITIES

Human trafficking survivors, Parents and other witnesses

■ Sex and Labour Trafficking

Figure 22: Activities and sub-activities undertaken under prosecution intervention (n=13, 22% of surveyed organisations that reported implementing prosecution interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations *Note: An organisation can work in more than one activity mentioned above*

Institutional stakeholders that organisations work with to execute prosecution interventions

Police officials, Railway police, AHTUs, CBI, BSF, CWC, DCPO, JJ system, Directorate of child rights and trafficking, DM, District/ High court, DALSA/SALSA/NALSA lawyers, Paralegals, NGO networks with legal advisors, State Human Rights Organisations, Other local NGOs

Activities and sub-activities	DAC Analysis	Gaps and challenges

RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
All the organisations are ensuring relevance by: • **Lack of legal awareness and initiative** among key legal and judicial officials • **Lack of provision of free legal support** for survivors in few districts, organisations had to hire in house lawyers • **Failure of witness protection scheme,** due to which organisations ensure protection of survivors and witnesses	All the organisations are ensuring efficiency in the following ways: • Since **organisations do not want to file PILs and FIRs fearing the risk of losing FCRA license, they file PIL's indirectly through survivors or survivor's parents** • **Liaising with senior police and government officials** or courts if a FIR is not registered and working with lawyers to get all applicable charges included at trial stage • **Forming partnership with organisations such as IJM, Freedom Fund or receiving support from funders** that provides linkages to lawyers • **Linkages with DLSA, senior criminal and High Court advocates to provide expert advice,** mentor junior lawyers, and undertake strategic and difficult cases.	Due to resource and capacity constraints, % of survivors receiving legal support is less than % of FIRs filed- this is rooted in donor funding restrictions and excess longevity of existing cases. Due to this, organisations can only provide support to a defined number of survivors every year. **Organisation also sees continuous transfer of key legal and judiciary officials from target areas post investing resources by organisation in capability building and building rapport**	All organisations measure impact of rescue interventions internally. Third party assessments are funder led. **Some output parameters used include:** • **No. of survivors receiving legal support** • No. of police officers trained **Some impact-based indicators include:** • % of survivors received victim compensation • % of traffickers arrested	Two organisations have established legal cells/ centers with experienced lawyers who work on pro-bono basis to support survivors. These organisations are also leveraging, retired lawyer's legal expertise and knowledge.

Table 3: Relevance, Efficiency, Effectiveness, Impact and Sustainability of prosecution interventions

The solution ecosystem lacks a clear understanding of the legal processes: The implementation organisations themselves do not understand the legal processes and the underlying mechanisms that go into providing the survivors justice. There are instances when the organisation members are not able to put together required documentation requested by the lawyers on time, in addition to being unable to guide the survivors on legal formalities. Realising low awareness levels regarding legal processes among team members, few organisations such as Bhusura Mahila Vikas Samiti (BMVS), Tatvasi Samaj Nyas (TSN), Center Direct, Contact Base, Vaan Muhil, SPMUS and MSEMV have hired in-house lawyers who closely work with the NGO team members on supporting the survivors through the legal process.

Difficulty in getting police to register bonded and debt bonded labour cases or cases that do not involve movement of the victim: The new AHT law (Section 370 in Criminal Amendment Act, 2013) in India has expanded the definition of Human Trafficking. While this has created an opportunity to increase the number of prosecutions—organisations report that while the new laws can be applied to redress sex trafficking offenses, it is difficult to get the police to register cases for crimes involving trafficking of bonded and debt-bonded labour. As discussed in Chapter 1, given the spatial dimension of trafficking and the existing legal loopholes, it is difficult to track the traffickers—this results in poor case closure. Hence, the combination of narrow definition of bonded and debt labour along with the difficulty in identifying traffickers hinders registration of such cases.

Lack of collaboration and exchange of information between NGOs in interstate cases leads to low success in delivery of justice: A lot of interstate cases are going unreported due to FIRs not being filed and further trial cases not being pursued. Despite the new video call provision that allows presence of a survivor through video calls during legal proceedings, poor case reporting lowers the rate of prosecution and the scope of legal support that can be provided to the survivors.

Cases being filed under wrong sections by the police: This hinders survivors from getting VC and conviction of traffickers. Cases are being registered either as kidnapping or under missing persons rather than trafficking—due to wrong sections filed survivors do not get the mandated VC.

Human Trafficking cases are frequently not registered. This report finds that often when a survivor goes to the police to file a complaint against a trafficker, the police confuses them to an extent wherein the survivor admits that he/ she went with the trafficker willingly. However, Sanjog, a technical resource organisation in WB has been actively working with its grassroot organisation network to file for protest petition. However, a lot of NGOs, DLSA lawyers and other private lawyers are not well-versed with protest petitions—hence, the wrong sections filed by police are ordinarily not questioned, limiting the capacity to re-open cases. Protest Petition forces police to reopen the case—right from taking the survivor's statements, file revised and correct set of sections, and re-submit the revised police statement to court thus ensuring VC and conviction of traffickers.

Percentage of survivors receiving legal support is less than percentage of FIRs filed due to resource and capacity constraints emerging from the funding restrictions and longevity of existing cases. Hence, organisations can support only a certain number of survivors every year. Recognising such constraints, few organisations such as BMVS, TSN have established dedicated legal cells with experienced lawyers, some of whom also work on a voluntary basis to support survivors. Organisations in prosecution are also leveraging D/SALSA network and retired lawyer's legal expertise and knowledge.

Long delays in victim compensation and conviction cases Long delays in receiving VC and closing conviction cases, apart from the mental trauma, often results in the survivors giving up and withdrawing their cases. Additionally, due to the long duration of the case, DALSA lawyers too change continuously, challenging a sense of familiarity.

Lack of implementation of the witness and survivor protection schemes. Due to fear of safety survivors often withdraw cases. Predominant reasons for these include:
- Threat and pressure from trafficker's family
- Witness do not turn up fearing their safety in the absence of proper implementation of witness protection scheme
- Closed-door settlements of traffickers and their families with survivors

Activities and sub-activities	DAC Analysis	Gaps and challenges

The three most commonly implemented rehabilitation models reported by solution providers across the 18 organisations in rehabilitation were:

• **Long-term rehabilitation homes**: In case the guardian is deemed unfit or cannot be identified, survivors are placed in long-term rehabilitation homes.

• **Transit rehabilitation homes**: Short-term rehabilitation till guardian is found and address has been verified.

• **Community-based rehabilitation**: When guardian is deemed fit or can be identified, survivors are directly rehabilitated in the community.

Survivors are advised to take-up one of the three rehabilitation models- in case of minors, this happens post identification and verification of parents or guardian(s) by the CWC Child Welfare Committee, this function is undertaken by the court for adults.

Rehabilitation

- Source
- Destination
- Source and Destination
- Source, Destination and Transit
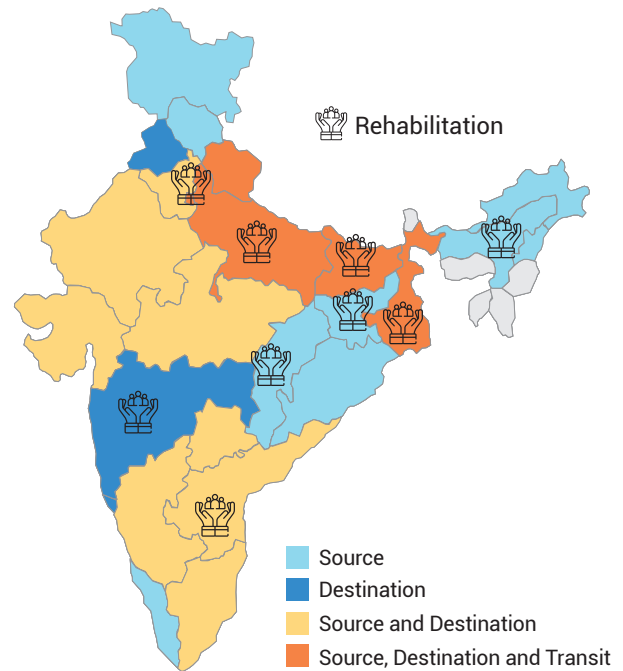
Figure 23: Rehabilitation interventions across source, destination and transit areas

100%
Types of rehabilitation

16% Transit shelter homes	**44%** Short-term rehabilitation homes	**50%** Long-term rehabilitation homes	**22%** Community based rehabilitation

76%
Activities during rehabilitation

76% Education/ Skill development/ Vocational training	**82%** Counselling of survivors: mental health, addiction counselling	**30%** Capability building of key response officials at local/ district level	**11%** Ensuring safe migration by setting up tracking systems at local level

TARGET COMMUNITIES

Sex and Labour trafficking survivors, mainly child labourers, Adolescents and women in at-risk SC/ST communities such as Nat, Musahar communities, tribal groups etc., Population vulnerable to trafficking such as PWD, orphans, street children, beggars etc.

■ Sex and Labour Trafficking

Figure 24: Activities and sub-activities undertaken under prosecution intervention (n=13, 22% of surveyed organisations that reported implementing rehabilitation interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations   *Note: An organisation can work in more than one activity mentioned above*

	Institutional stakeholders that organisations work with to execute rehabilitation interventions

NGOs for Survivor identification, Shelter homes, Rehabilitation support, Human rights commissions, CWC/Courts, DCPO, DM, Police officials, Government authorities running shelter homes

Activities and sub-activities	DAC Analysis	Gaps and challenges

There is an increased need for transit-based rehabilitation followed by community-based rehabilitation for screening of family/guardian, and to ensure safe and successful rehabilitation and reintegration of survivors to avoid re-trafficking

Four surveyed organisations that reported having adopted community-based rehabilitation model highlighted the unavailability of rehabilitation homes as key factor—they stated this to be primary driving factor for uptake of this solution across the AHT solutions ecosystem. However, according to them this is not always a safe proposition for the survivors Hence, there is a need for transit-based rehabilitation which places a survivor in a transit- based rehabilitation home—this allows the organisation to works with and counsel the survivor's family and community and, essentially, prepare them for the survivor's move back to the community. Such a model ensures the successful rehabilitation and reintegration of the survivor while reducing the risk of re-trafficking.

RELEVANCE	EFFICIENCY	EFFECTIVENESS	IMPACT	SUSTAINABILITY
All organisations are ensuring relevance in the following ways: • **Rehabilitation home as a one-stop service** for children and adults with education/ skill development and counselling activities • Two organisations took it up **based on discussions with the Government,** after the government recognised a need for rehabilitation homes **Four organisations working on community-based rehabilitation realised that shelter based rehabilitation** were not helpful, leading to re-trafficking and instead began **focusing on counselling parents and community, in turn to build trafficking resilient communities**	88% of the surveyed organisations are ensuring efficiency via: • **PPP, funding, or resource partnerships with state departments** to manage rehabilitation homes • **Rehabilitating trafficking survivors in rehabilitation homes meant for other survivors** such as domestic violence, sexual abuse etc. • Cost for **shelter-based rehabilitation:** Rs. 3000-4000/ beneficiary • Cost for **community-based rehabilitation: Rs. 1000/ beneficiary** • **Mental health counsellor: Rs 8000/ month**	There are no planned goals for organisations working in rehabilitation **Organisations face issues with low capacity and overcrowding:** Due to set maximum intake of survivors at rehabilitation homes, few survivors are assigned under community rehabilitation process, despite family not being deemed fit to take the child/ adult in -Four organisations working in **community-based rehabilitation reported low level of re-trafficking**	**All organisations measure impact of rescue interventions internally.** Third party assessments are funder-led **Some output parameters used include:** • No. of survivors rehabilitated • No. of survivors who received tailoring courses **No evidence impact-based indicators**	77% of the surveyed organisations suggested forming PPP partnership, Funding or Resource Partnerships with state government departments to manage rehabilitation homes as an exit strategy 22% of the organisations have moved to community-based rehabilitation and focusing on counselling parents and community, in turn to build trafficking resilient communities

Table 4: Relevance, Efficiency, Effectiveness, Impact and Sustainability of rehabilitation interventions

Low capacity of rehabilitation homes: Due to limited capacity of rehabilitation homes survivors often get assigned for community-based rehabilitation, even when the family may not be fit to take in the survivor. An increased need for transit-based rehabilitation followed by community-based rehabilitation was reported by organisations

Delay in allocating rehabilitation homes/ deciding on community-based rehab: CWC is not able to allocate children to rehabilitation homes or to community-based rehabilitation in a timely manner. Home investigation is assigned to the NGOs in source areas, however, lack of capacity to conduct home investigations often delay the prosses of rehabilitation. Organisations are also slowed down in this process by other challenges like survivor giving incorrect home address, parents names etc.

Lack of targeted and quality mental health counselling and medical interventions: 82% of the organisations provided services related to mental health to the survivors. However, these counselling efforts are undertaken by organisation employees and not by certified mental health professional. Survivors of trafficking often face tremendous amount of trauma with unpredictable outburst and mental breakdowns requiring support from a qualified counselor/therapist. However, there are no certified mental health counsellors in rehabilitation homes. There is also a lack of medical facilities for survivors in rehabilitation homes, especially for pregnant survivors and survivors with STDs. Realising the need for targeted mental health interventions, few organisations such as Nedan Foundation, JKPS and Mahima Homes, Deepak Foundation, Purnata, TSN and HELP have been increasingly focusing on providing holistic mental and medical support to survivors at rehabilitation homes since it's so closely tied to their recovery and well-being.

Activities and sub-activities	DAC Analysis	Gaps and challenges

A sizeable share of the surveyed organisations (44%) focuses on providing tailored reintegration support to survivors. This is based on the keen understanding of the importance of reintegration of survivors back into the community. These organisations focus on effective economic reintegration of the survivor by providing them with vocational training - enabling alternate means of livelihoods - and facilitating jobs and placement. 65% of these surveyed organisations reported programmatic attention on social reintegration activities such as forming survivor leadership groups, providing mental health support to survivors through certified counsellors (Figure 26). However, as discussed in the rehabilitation section, organisations often struggle to provide the certified professional help required by survivors post-rescue.

NGOs also continue to look at survivors as "survivors", not as changemakers despite the survivor's readiness and repeated requests. Further, they do not envision survivors to emerge as leaders in the sector, disregarding aspects of their experiential learning. The report found that while a lot of survivors were working with the surveyed organisations, their engagement was limited as field staff and community mobilisers. Only 23%

of the surveyed NGOs were focusing on empowering their survivors to successfully become changemakers in the society through forming Community-Based-Organisations (CBOs) of survivors, adopting survivor leadership collectives or hiring survivors as full-time employees in their organisations.
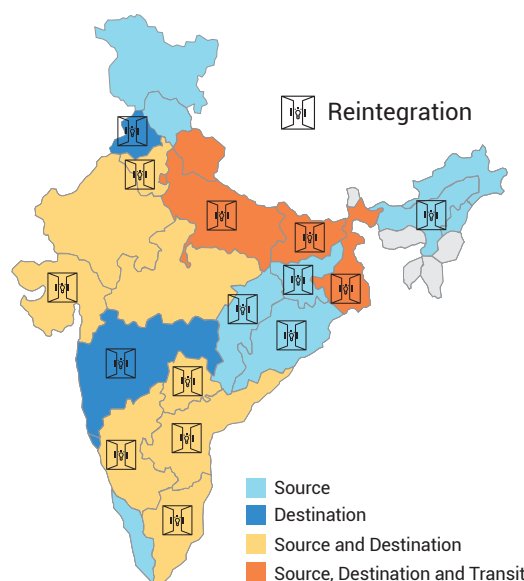
Figure 25: Reintegration interventions across source, destination, and transit areas

38%
Ensuring safe reintegration

38%
Counselling of parents/ building resilient community to ensure safe reintegration and acceptance

TARGET COMMUNITIES

Parents of trafficking survivors, Panchayat and other community members at source areas

65%
Social reintegration

57% Facilitating medical support and mental health counselling	**23%** Empowering Survivors to become change makers

96%
Economic reintegration

31% Enrolment into school	**61%** Skill development/ Vocational training	**74%** Generating alternate livelihood and facilitating market linkages	**27%** Facilitating jobs/ placement post training	**35%** Linkages to government schemes

TARGET COMMUNITIES

Sex and Labour trafficking survivors, mainly child labourers, Adolescents and women in at-risk SC/ST communities such as Nat, Musahar communities, tribal groups etc., Population vulnerable to trafficking such as PWD, orphans, street children, beggars etc.

■ Labour Trafficking　■ Sex and Labour Trafficking

Figure 26: Activities and sub-activities undertaken under prosecution intervention (n=13, 22% of surveyed organisations that reported implementing reintegration interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations　*Note: An organisation can work in more than one activity mentioned above*

Institutional stakeholders that organisations work with to execute reintegration interventions

STATE LEVEL: State government authorities (State Department of Women and Child Development), Statewide NGOs and NGO networks/platforms, National investigation agencies, CID, BSF, Labour department
VILLAGE/ DISTRICT LEVEL: Local police officials, Government departments with regard to welfare scheme enrolment (education, employment, health, identity), Community and any community vigilance committee, Panchayat, BLCPC, VLCPC, Local NGOs, Local leaders, activists, unions

Activities and sub-activities	DAC Analysis			Gaps and challenges
RELEVANCE	**EFFICIENCY**	**EFFECTIVENESS**	**IMPACT**	**SUSTAINABILITY**
54% of the surveyed organisations are ensuring relevance in the following ways: • Ensuring that the skill development/ vocational centres are close to survivor's geographical areas • Providing/ Facilitating loans to the survivors to start micro- enterprises of their own Skill development/ vocational/ alternate livelihood/ placement programmes are tailored to both the demands of the survivor and that of the market	72% of the surveyed organisations are ensuring efficiency by: • Partnering with govt bodies who impart skills training such as NSDC, MoSD etc., CSR funders such as Accenture, Moody's Analytics, and NGOs such as Best Practices Foundation • Providing crash courses to volunteers on counselling parents by psychological experts within the organisation. • Cost for community-based rehab: Rs. 1000 / beneficiary -Rs. 900/ beneficiary for vocational skills interventions	Only 54% of the surveyed organisations are finding their reintegration efforts effective. Rest of the organizations have not been able to provide market- oriented alternate livelihood interventions due to which there is no appeal to target segments, thus no uptake. Very few organisations are undertaking efforts to ensure that survivors are not stigmatized by the family and community.	All organisations measure the impact of rescue interventions internally. Third-party assessments are funder led. Some output parameters used include: • No of survivors reintegrated • No of survivors who received tailoring courses Some impact-based indicators include: • Increase in income of survivors • Reduction in no of re-trafficking cases	62% of the surveyed organisations are ensuring sustainability by: • Empowering survivors to start micro enterprises that produces market demand-based products • By forming survivor collectives to empower survivors as change makers. These survivors are now reporting trafficking cases, spreading awareness about trafficking in their areas and are also advocating for amendment of AHT bill on both state and national forums under umbrella of ILFAT.

Table 5: Relevance, Efficiency, Effectiveness, Impact, and sustainability of reintegration intervention

Activities and sub-activities	DAC Analysis	Gaps and challenges

Absence of a proper system to track child/adult survivors post rescue: Child Labour Trafficking system (CLTS) is either not functional or if functional it is not updated on a regular basis. However, Organisations such as Badlaav Samiti, Solidarity Foundation, Shaheen, DSWS, BUP and GGBK leverage their community level groups such as crisis response teams, survivor groups, and CVCs to track survivors post reintegration.

No efforts towards preventing stigmatisation of survivors: Very few organisations have undertaken efforts to ensure against the survivors facing stigma from the family members, and further by the community at large. The stigma associated with getting trafficked, and the consequent discriminatory attitude of community members, often leads to the survivor to feel more isolated which dramatically increases the risk of getting re-trafficked.

Lack of viable alternate livelihood interventions: There is a lack of focus on market-oriented alternate livelihoods across the interventions being executed on the ground. Majority of the surveyed organisations provide skill development training such as, tailoring, stitching bags, candle-making etc, which do not provide a sustainable source of income. However, encouragingly, this report finds that a few organisations are actively emphasising on the creation of viable livelihood interventions. **Recognising the need for viable livelihood interventions, The Karnataka-based Solidarity Foundation, for instance, has been supporting CBOs consisting of sex workers by providing market aligned skills through a partnership with Best Skills Foundation and Moody's Analytics. The CBO members have been empowered to set-up and run their micro-businesses like vegetable rearing, fish tank management, running eateries, tailoring business, and other retail business like the sale of readymade garments.**

2.3.6. RESEARCH AND ADVOCACY

Of the surveyed organisations, 90% have embedded some form of research and advocacy across the designed programme interventions, however, there is wide variations in the depth of the invested effort. Further, this report finds that there is no systematic approach to research and advocacy, with only a few organisations reporting tailored initiatives. Organisations are primarily undertaking these efforts to fuel their existing interventions in the space of prevention, rescue, prosecution, rehabilitation, and reintegration.

Organisations are increasingly engaging with State statutory bodies by providing them with relevant data and evidence with the aim of influencing national policies on HT.

Undertaking policy, legal and media advocacy at the local, state, national and international levels is crucial for long-term systemic change in combating HT organisations are primarily advocating for reforms with the local government bodies, statutory bodies, through state/ national committees. Advocacy efforts

are rooted in organisation-specific experiential learning, and local experiences—such as, the extent of trafficking in areas of intervention—with an overarching intent of institutionalising successful solutions through legal and policy reforms. Facilities such as special child courts[80] and video conferencing during trials are a result of relentless advocacy efforts–such reforms have been instrumental in providing swift prosecution.

Organisations are increasingly developing big data on trafficking flows as it is instrumental in understanding the depth, breadth, and scope of the trafficking problem.

As shown in Figure 27, 43% of the organisations surveyed focus on action-oriented research to understand trafficking flows and existing gaps and challenges in the current system. There is a need for collective advocacy efforts with various stakeholders through protest petitions, PILs to frame effective responses to address the challenges of the existing systems across stages of the trafficking continuum.

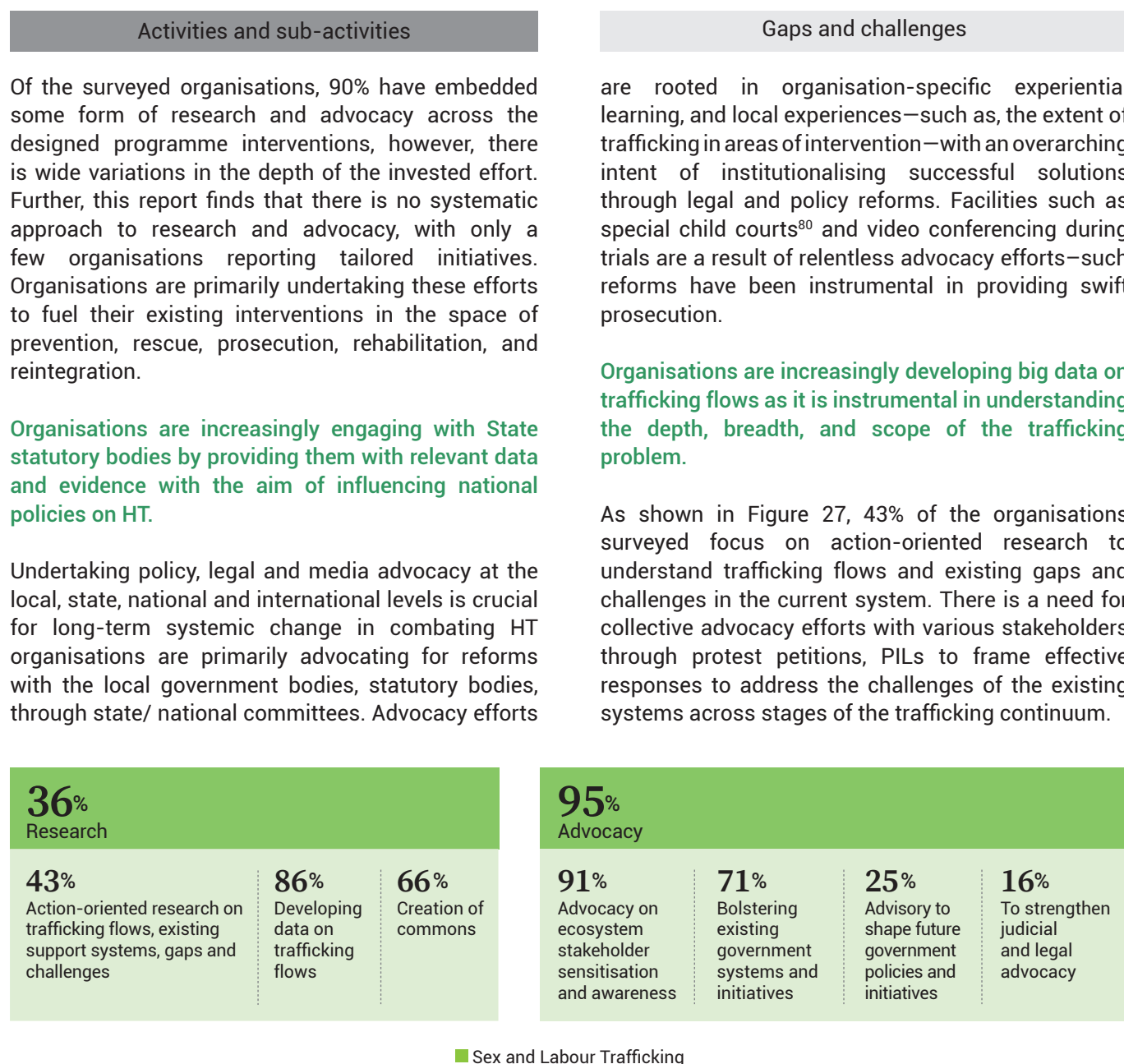| **36%** Research			**95%** Advocacy			
43% Action-oriented research on trafficking flows, existing support systems, gaps and challenges	**86%** Developing data on trafficking flows	**66%** Creation of commons	**91%** Advocacy on ecosystem stakeholder sensitisation and awareness	**71%** Bolstering existing government systems and initiatives	**25%** Advisory to shape future government policies and initiatives	**16%** To strengthen judicial and legal advocacy

■ Sex and Labour Trafficking

Figure 27: Activities and sub-activities undertaken under research and advocacy interventions (n=13, 22% of surveyed organisations that reported implementing research and advocacy interventions)
Source: Sattva Analysis of information shared by leaders of 59 organisations   *Note: An organisation can work in more than one activity mentioned above*

Key stakeholders that organisations interface and aim to influence by leveraging effective research and advocacy

LOCAL: VILLAGE/BLOCK/DISTRICT LEVEL: Panchayat, BLCPC, VLCPC, Local NGOs, Local police and AHTUs, Village/block/district government authorities such as DEO, DLO, DSWO etc., DALSA Lawyers, DPO, Local leaders, activists, unions, Industrialists (wealthy upper classes), Judiciary members (district court), Community, Survivors
STATE LEVEL: Statewide NGOs, SALSA, Statutory bodies, State Human Rights Organisations , State government authorities (State Department of Women and Child Development), Statewide NGOs and NGO networks/platforms, Government shelter homes, Statutory bodies, State leaders (MLAs, MPs), Social Welfare Department, Judiciary members (High Court)
NATIONAL LEVEL: Central ministries (Home Ministry), NHRC, National Crime Records Bureau (NCRB) and other departments that collate related data, National investigation agencies, Central ministries (Home Ministry), National NGOs, NITI Aayog, Social Activists, NLSA
INTERNATIONAL LEVEL: UN agencies, International governing bodies (British High Commission, US State Department), UN agencies, International governing bodies (Home Ministries for example in cases repatriation, International NGOs and NGO networks/platforms

Activities and sub-activities	Gaps and challenges

Lack of the use of big data for the sector: Due to its clandestine nature, it is challenging to precisely determine the prevalence of trafficking and re-trafficking. Further, the absence of a dedicated national agency that collates and disseminates data on various facets of HT only add to the challenges the organisations must negotiate in tackling HT. There is no centralised agency that publicly provides high-frequency data on trafficking expect the NCRB- which annually communicates only the reported and registered cases. Furthermore, strong questions of reliability of data have emerged since often data collected through Right to Information (RTI) petitions provide different data points for the same (or similar) indicators of interest. Due to the daunting nature of the task, while organisations have been able to understand the trafficking flows in their target areas, none have developed 'big data' on national trafficking flows in India. Likewise, the data is inconsistent across geographies and often has significant gaps, making it difficult to get a sense of the overall landscape.[81] There is scanty research concentration in the area with only a few national research reports and systematic reviews—especially on child trafficking,

rate of prosecution and reintegration. Information of interest is generally is collected and made available for small datasets, additionally, the tends are often found to be inconsistent across various stakeholders. There is no accurate data especially on cross-international border flows due to regulations, which vary across countries.[82]

No creation of commons: Trafficking as a systemic and complex issue needs to be tackled in multiple approached and at multiple levels. There are a broad spectrum of AHT organisations across India that are successfully undertaking multidisciplinary approach to combating trafficking. However, these organisations, often, do not share best practices with other AHT organisations as they report the AHT space having become increasingly competitive. Today, there is death of a common platforms that can facilitate knowledge sharing across organisations in the sector. Similarly, there is a lack of effort and vision to centralise advocacy efforts by implementing organisations, to leverage survivor voices with the overarching aim of influence policy reforms at the national level.

2.4. IMPACT ON AHT INTERVENTIONS ON SURVIVORS AND GAPS IN THE SOLUTION ECOSYSTEM LANDSCAPE

Emerging Solutions	Gaps and challenges

Designing interventions tailored to survivor's context and based on market-trends has helped organisations in successful reintegration of survivors- Across the above-mentioned interventions, more than 60% of the surveyed organisations implement programmes based on a needs-assessment among their target groups. The implementation organisations are closely tied with their survivors—they are often found going beyond their scope of work to support them. For instance, organisations like GPSVS, Ek Kiran Aroh reported having worked on rescue operations despite their scope of work being centred around other areas

of interventions, such as rehabilitation, research and advocacy. Due to high trust between organisation and survivors, organisations were often reported to be the first point of contact for any trafficking case, and they reported to carry out rescue and rehabilitation mission on a case to case basis. Such rigorous and continuous support, that goes beyond the organisation's mandated scope of work, demonstrates commitment to the survivor's effective socio-economic reintegration. FGDs with survivors revealed the following ways in which the implementing organisations and their programmes had benefitted the survivors:

65% **survivors received training on skill building** **40%** **started their own enterprise or gained employment**	Organisations were found offering technical skill development trainings and, further, linking survivors to livelihoods –these were reported to be aligned to the survivor's capability and interests. These interventions intend to not only ensure that the survivors are empowered financially but also reduce their risk of being re-trafficked. While these interventions are often aligned to the survivors' skills and related employment opportunities, they are often not market led. Some siloed efforts, however, do exist: • BEST (Building Entrepreneurship to Stop Trafficking) programme run by Anudip Foundation in WB provides Life Skills integrated Information Technology training to the victims of HT. The programme is one of its kind that focuses on IT training over and above the typical skilling programmes
50% **resumed school education**	Survivors of HT often do not hold primary levels of education, this issue is particularly acute amongst trafficked children. Increasingly, organisations are making targeted efforts to liaison with local stakeholders (such as headmasters, school teachers) to enable the provision of bridge courses. with the overall purpose to ensure survivors complete their education. • Chetna foundation in Delhi works with street children vulnerable to labour trafficking, providing them with bridge classes to ensure smooth mainstreaming of the children back to schools.
46% **have access to social entitlements and benefits** **15% have bank accounts and have started saving**	Access to financial services and person identification documents are some of the most common steps taken to rehabilitate. These services aim to ensure financial and social security for survivors. • Organisations like ROSA in Varanasi, Badlaav Samiti in Indore are actively working on supporting survivors in establishing their civic identities through Ration-card, Pan-card, and Aadhaar-number. Having these documents in one place is an important prerequisite for disbursal of victim compensation.
12% **are part of survivor leadership groups**	Some organisations are investing in forming sustainable survivor-led groups that are run by survivors themselves. Organisations mentor survivors to form survivor collectives, such as SHGs, that are focused on providing entrepreneurial opportunities to survivors, support in times of financial issues and encourage saving practices.
8% **now engage with government officials and local stakeholders**	Some organisations strengthen the capabilities of survivors by provide them with mental counselling support and Life Skills training with the purpose to boost the survivor's confidence such that they are able raise their concerns and issues independently. • Manav Sewa in Varanasi employs the "number of incidences when a survivor was able raise his/her issue" as the indicator of impact

Based on the FGDs, the research underlines some of the major challenges/issues faced by survivors across their rescue to rehabilitation process:

Delayed rehabilitation:
- Poor coordination between implementation organisations and local government bodies like police/ AHTU/CWC, limited logistical planning results in a lack of accommodation for survivors and they are made to stay with the rescue organisation till they can be shifted to a sheter home.
- Often there are delays in the transfer of survivors to shelter homes, under such circumstance the implementing organisation has to arrange for survivor's stay and safety. The organisations lack adequate skill in psychosocial care which impacts the first level response to deal with the trauma that survivors undergo.

Social stigma and discrimination:
- Discriminatory attitude and behaviour of local administration and community members towards survivors pose a huge challenge in survivor's rehabilitation.
- Instances of survivors not being allowed to go to schools, access health centres, local administration and police asking for bribes emerge from the primary data analysis.
- The resultant social isolation also emrges as a key reason for re-trafficiing.

Poor law enforcement:
The high level of corruption in police departments and instances of police demanding bribes, unwillingness to register a trafficking case, supporting the traffickers was reported by survivors across. The poor legal and judiciary system discourages survivors from taking any legal action against the trafficker.

Poor status of shelter homes:
- Post rescue, survivors are sent to government shelter homes that are in poor shape, often overcrowded and with insufficient amenites for survivors.
- Due to limited capacity of shelter homes, survivors are directly sent back to their homes with limited follow up on their well-being which often leads to re-trafficking. The research also finds families of survivors (specifically children) involved in re-trafficking of survivors.

Lack of contextualised support that limits holistic reintegration:
- There is a lack of market-oriented alternate livelihoods interventions. Majority of the surveyed organisations provide trainings such as, tailoring, stitching bags, candle-making etc, which do not provide a sustainable source of income for survivors.
- There is a sector-wide shortage of mental health professionals. This also reflects in the lack of adequate psychological assistance and counselling being recieved by the survivors in form of professional/ certified interventions.

Lack of coordination between AHT organisations:
- There is poor interstate coordination between AHT organisation, it takes days for survivor rescued in one state to be sent back to their native state. Often in the process, the nitty-gritties (like information about trafficker, channel of trafficking etc.) of the case are lost and leads to making the survivors' case weak.

"Even after I left sex work, I faced a lot of social stigma in the society. The support from the organisation has helped me start the CBO and today I am helping many other survivors. I feel very confident and empowered now."

- Survivor

Lack of investment in a balanced approach to interventions: The Service delivery approach to AHT which includes immediate rescue, care, and support to the survivor needs to be adequately complimented with a focus on systems strengthening approach. Such a balanced approach will enable the AHT ecosystem to overcome its deeply entrenched structural and systematic gaps and challenges.

While 96% of the surveyed organisations focus on delivery of services to survivors, 42% of the organisations report focus on building, strengthening and actively addressing gaps in the existing AHT systems. Of the organisations surveyed, very few worked on prosecution, followed by reintegration. The organisations are found to be stuck in the rescue to rehabilitation cycle. This 'rescue and rehabilitation' approach of implementation organisations has been criticised by several experts in the past. According to these experts, this approach, which brings trafficked out of their workplace post rescue and confines them inside shelter homes for rehabilitation, harms their economic and social prospects and keeps them in strict confinement, which often results in their escape from the shelter homes. It does not empower the victims but rather leads to violation of human rights of the survivors. On further analysing the intervention approaches, it was revealed that 42% of the surveyed organisations focused on system strengthening with just 24% of them also focusing on empowering their survivors to become ecosystem leaders (Figure 28).
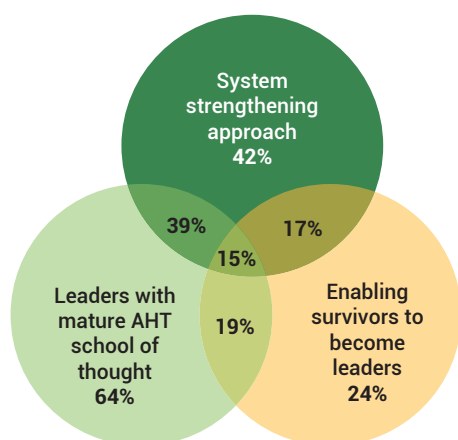

Figure 28: Organisation's strategy towards AHT

While service delivery ensures immediate rescue, care, and support to the survivor, it has to be complimented with a strong system strengthening approach—it is the only solution to move the needle towards solving HT in India.[83] Further, funding is primarily focussed towards service-delivery oriented programmes with almost no resources reserved for system strengthening interventions. During interviews with few organisation leaders, it emerged that their conversations with funders comprised of tabled requests for incremental change, such as requests to make slight adjustments/additions to the implemented programmes. The EUM analysis further explained in Section 3.3, indicates that the implementation organisation is unable to anchor such conversations as they see themselves as recipients of funding rather than partners for co-creating solutions.

Given the key gaps and challenges, it is of interest to assess the incremental impact of COVID-19 related lockdown on HT survivors. To achieve this objective, Sattva used a Rapid Test Analysis. The Rapid Test revealed that the discussed gaps and challenged in the AHT ecosystem have only amplified—key findings have been discussed in Box 2.

The magnitude of the challenges highlights the fact that the solution providers in the AHT space are today working in silos and this reflects in the collective landscape's failure to effectively address the AHT lifecycle. The analysis of interventions reported by organisations shows that most of them focus more on the output of the programmes over the outcomes and impact of the implemented programmes. This may result in perpetuating unintended trafficking-cycle—for instance, trafficked/victimised survivors may become part of the criminal network for survival due to lack of livelihood opportunities. While organisations focus on creating income generation livelihoods for the survivors most of the interventions lack the relevance to current market demands and are unable to provide continued market linkage to the survivors. While the organisations have been successful in rescuing survivors, they often unknowingly confine survivors to shelter homes harming their economic and social prospects. The ones working on rehabilitation struggle to work in sync with government bodies and often end-up with rehabilitation options where the survivor is constantly at risk of re-trafficking, while not being rehabilitated completely into the society.

Considering the gaps in AHT landscape are both structural and systematic such a lack of focus on service delivery, it is important to understand the barriers within the organisations—what factors hinder efforts towards co-creation of solutions that can effectively address the analysed gaps. The next chapter presents how AHT organisations are structured based on the organisation leaders' vision, their key motivations, the key personality drivers that enable or challenge aspects of collaboration and the co-creation of solutions.

Due to travel restrictions amidst lockdown, organisations are not able to provide medical and mental health support to survivors, the spill-overs of which are discussed under:

1. Survivors are finding it hard to communicate with health staff, police as well as government authorities for any support. There is a fear of police among the survivor community, especially past/current sex workers. Survivors do not want to report health-related issues such as cold, cough & fever at this time with the fear that they might be quarantined and tested positive for COVID-19.

2. Organisations reported clinics not being open in most cases and the pressure on government hospitals increasing manifold, making any visit to the hospital traumatising for survivors at this point.

3. The confinement to one space for an unknown duration is becoming emotionally traumatising for the survivors. The lack of mental counselling support is deteriorating the mental health condition of the survivors and undoing the counselling efforts undertaken in the past.

4. Survivors suffering from HIV/AIDS are under higher risk as organisations are not able to provide HIV/AIDS medication to Sex Trafficking survivors. These survivors do not want to visit nearby ART (AntiRetroviral Therapy) centres due to fear of being stigmatised by community members.

5. The fear of domestic violence and physical abuse has increased specifically among women and children.

6. Lack of savings fuelled by uncertainty of monthly income is driving migrant workers to the brink of starvation amid high degree of fear and uncertainty.

Box 2: Implications of COVID-19 on survivors

Chapter 3:
Organisational Ethos and Leadership

The complex nature of the AHT solutions landscape in India demands multiple stakeholders to function at different levels and areas of intervention to address the intricate survivor needs and the overall challenges in the sector. Given the magnitude of the challenges and the number of actors attempting to redress the issues—heavy investments have been made in the sector, both currently and in the past, to work towards collective change. However, the quantum of investment when seen from the lens of yielded returns highlight a lacklustre scenario. As the implementing organisations have emerged to be one of the key stakeholders in this landscape, it is pertinent to understand the vision and propensities of the organisation leaders. An analysis of the same may explain whether/how they have contributed to the deeply entrenched challenges in the sector. If crucial aspects of the inability to affect change lies in the organisation leader's propensities, then the key solution lies in unravelling how they can be best addressed. In other words, to effectively work towards shared solutions, it is important to effectively gauge the underlying nature of the challenge first.

This chapter addresses these critical questions to enhance our understanding of the AHT organisations ecosystem by analysing their ethos and leadership. To achieve this objective, the study conducted an analysis on the organisations and its leadership using the Existential Universe Mapper - Individual/Organisation (EUM I/O) tool. The EUM analysis was conducted by the Reflexive Lenses Consulting, and the organisation leaders and managers took the EUM (I/O) test.[84] The EUM(I) tool looks at the evolution of an individual during their journey as an organisation leader while the EUM(O) looks at the evolution of an organisation working on AHT. The EUM (I/O) tools together provide an understanding on the behavioural contours that contribute to the building up of crucial trends in AHT ecosystem by analysing parameters such as:

- Organisation's leadership, motivations, and vision for change
- Ideologies, approaches of engagement with communities and governments
- Leaders abilities in dealing with ambiguities, uncertainties and dilemmas encountered while working in the AHT space

To enhance the robustness of the analysis, this report has triangulated findings from the EUM (I/O) tool with key observations from the primary interviews to illustrate the aggregate ecosystem-level findings. This approach enables the culling-out of nuanced observations on both the organisational systems and its leadership.

3.1 PERSPECTIVE ON ORGANISATION

3.1.1 Objective:

The objective of the EUM (O) analysis is based on the premise that all organisations are "living entities" and have a distinct "Identity". Their strategy, functioning, interface with stakeholders (employees, customers, business associates, investors etc.) are a manifestation of this identity. The analysis categorises the identity of organisations under five universes:

CLAN	ARENA	CLOCKWORK	NETWORK	ECOLOGICAL
Provides a sense of belonging and safety to members of organisations. It plays a significant role in their notions about *"who they are"* and what are the reference groups to which they belong. It focuses on organisation culture on tradition, continuity, and a strong sense of belonging to the organisation	Drives the propensity of organisations to be energetic, competitive, and expansive. Shapes an organisation culture of 'survival of the fittest'. It focuses on how organisations try to ensure opportunities to its staff to showcase their strengths and energy as also fulfil their own needs and desires	Provides a degree of predictability both to external stakeholders and the members of the organisation. This is achieved through laying down rules and regulations, systems, procedures, and defining roles and goals.	Holds members of the organisation together through pursuance of goals and aspirations that belong to individual members and to the collective. The culture this universe shapes is geared towards meritocracy, goal alignment, continuous learning, and a strong bias for action and speed.	This universe drives members of the organisation to not just value self and others for abilities alone but for individual uniqueness and human qualities. It places a premium on quality of life over career success as an absolute value. It shapes a culture of inclusivity and listening to the marginalised, relationships with all 'stakeholders' and democracy. This universe triggers organisational concerns about environmental consequences of systemic actions.

Table 6: Identity of organisations under five universes

3.1.2 Key Questions:

While each of these universes exist in all organisations, the configuration varies. This configuration is not static but has a dynamicity of its own. It is this dynamic configuration—which a distinct mix of the five universes—is termed as the organisation identity. This EUM (O) analysis of organisation identity helps answer following key questions:

1.	What are the organisations' abilities to deal with ambiguities, uncertainties, and dilemmas that it encounters in the context?
2.	How are they likely to try and resolve them? What is the sector likely to be blind to?
3.	What seems to the be the areas of pride and burden for the organisations? What are its implications?
4.	How does the sector seem to engage with systems?
5.	How does the sector seem to be able to engage with collaboration and networking?
6.	How does it engage with its competitiveness, need for centrality?
7.	What seems to be core source of energy for action in this sector? What is the extent and nature of satisfaction or dissatisfaction with itself and/or the context?

Box 3: Key research questions for the EUM (O) analysis

3.1.3 Key Findings: The table below summarises the key findings across the 5 universes of EUM (O) that will help answer the questions listed above:

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
CLAN	When this Universe is subdued: A system will have no distinct identity of its own, nor will it be able to forge any emotive link between its members. When Universe is over dominant: the system becomes closed to new inputs, ideas, and experiences, and is unable to keep pace with the ever-changing context.	**The score pattern of the sampled organisations suggests that the engagement of organisations with this universe is seen as low and also lower than most other organisations.**[7] Consequently, it is likely that: • The AHT organisations pride themselves for moving fast in a relatively slow and traditional context and may believe that dependence on tradition and legacy will compromise their distinctiveness. • They offer excitement, challenge, high growth opportunities to attract employees. • See themselves as a "disruptor" or as offering a distinct solution to problems which others have not cracked. • Seek business associates who are pioneering and who are willing to experiment along with them. • May provide space for the mavericks, non-conformists and rebels but may not be able to create space for steady and the diligent, this may pose some difficulty in perseverance and continuity.
ARENA	When this Universe is subdued: The organization loses its vibrancy and ability to respond quickly and decisively.	**The score pattern of organisations suggests that the engagement of the sampled organisations with this universe is low and significantly lower than most other organisations.**

Table 7: Key findings of the EUM (O) analysis

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
ARENA	When Universe is over dominant: It creates chaos, arbitrary action, lack of focus, difficulty to collaborate and a sense of insecurity among members.	Consequently, it is likely that Organisatons: • May pride themselves for their its stable, safe, and pragmatic approach to their tasks in an otherwise chaotic environment. • Would be selective in choice of stakeholder partnerships and would only engage with those with whom it can have a smooth and stable relationship. • Would avoid taking risks in ventures. For instance, they would avoid uptake of technology solutions that have not been adequately researched. • Leadership would be shown through humility, restraint, and modesty rather than influencing and directing. The same code of conduct would be expected from others, with aversion towards conflict. • May run the risk of missing opportunities where speed of response and nimbleness are needed.
CLOCKWORK	When this Universe is subdued: The system becomes erratic, chaotic, and unpredictable. When Universe is over dominant: The System falls into a monotonous routine and loses its nimbleness, its ability to respond to the "unexpected" and act swiftly.	**The score pattern of organisations suggests that the present engagement with this universe is seen as moderate and about the same as most other organisations.** Consequently, it is likely that: • Have a reasonable level of streamlining and systematisation that enables an acceptable level of predictability and stability. • Staff sees systems and processes as essential but shuns orthodoxy or dogmatic assertion of rules, regulations, and norms. • Emphasise on discipline and compliance without becoming oppressive and punitive. • Tend to avoid extremes and try to balance standardisation with flexibility. • May become hesitant to take uncharted paths and may depend upon tried and tested methods, till some others have shown the way, i.e. may become a bit of "me too".
NETWORK	When this Universe is subdued: The members experience stagnation, underutilized and lack of opportunity for advancement. Simultaneously, the system begins to lose its competitive edge. When Universe is over dominant: It manifests through feelings of instrumentality, burnouts, fear of obsolescence and ennui.	**The score pattern of organisations suggests that the level of engagement with this universe is seen as moderate but lower than most other organisations.** Consequently, it is likely that: • Carry a sense of pride about being driven by values and motivators that are different from the ways of other organisations. • May have some difficulty in engaging with the purposive and utilitarian aspects and may not find it easy to set/pursue aggressive targets. • Provides a reasonably comfortable ambience to its people but may have difficulty in acknowledging, let alone fulfilling their aspirations and ambitions. • May be selective in choosing business associates and partners for forging mutually beneficial links, while showing a preference for non-conformists and mavericks. • May have difficulty in having a long-term perspective and may run the risk of becoming oblivious to changes in the environment

Table 7: Key findings of the EUM (O) analysis

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
ECOLOGICAL	When this Universe is subdued: Systems become only a dry landscape of performance and consumption, without a larger purpose and meaningfulness. When Universe is over dominant: It leads to a utopian world- view, loss of pragmatism and inability to deal with not so pleasant aspects of human existence like selfishness, jealousy, hatred etc.	The score pattern of sampled organisations suggests that the level of engagement with this universe is seen as moderate but higher than most other organisations. Consequently, it is likely that: • Ideology would be the primary statement of identity and regarded as the main differentiator from other organisations, as also the primary glue for employees. • Would be willing to pay a price for their convictions. • Would put great emphasis on the human side of technology and the impact of structure and systems on people. • Would invest in building long term intimate and trusting relationships with all stakeholders, provided there is an ideological connect. These organisations would invest in building long-term intimate and trusting relationships with all stakeholders, provided there is an ideological connect with them. • May run the risk of becoming an oasis and/or be reduced only a great place to learn but not grow.

Table 7: Key findings of the EUM (O) analysis

The EUM-O test results also helps to understand some of the contradictory pulls that these organisations must negotiate such as the imperative to be decisive while being diplomatic or the need for hierarchy while trying to empower employees. Table 8 looks at nine key pairs - each pair has a contrary pull, though they are not exact opposites of each other. Each organisation handles the inherent tension in its own way. The table gives a broad idea of how this tension is being currently engaged with in the sampled organisations, in addition to how it is wished to be reconfigured (referred to in the table as organisation ideal).

CONTRARY PULLS	CASE OF AHT ORGANISATIONS
Hierarchical vs. Empowering	**The balance is heavily tilted on the side of Empowerment, and there is no significant shift in the organisation ideal.** This suggests that members enjoy high degree of autonomy in their day to day functioning. While this is likely to create a strong sense of ownership among the members, the organisation will need to remain mindful of the need to exercise structural authority.
Decisive vs. Diplomatic	**The balance is tilted towards the side of Decisive, though both attributes figure in the bottom half.** This suggests that while members will feel free to express their thoughts and feelings, closure may be difficult. Thus, the same issues may get raised without getting resolved. There is no significant shift in the organisation ideal, which suggests that either the organisation is not experiencing any difficulty on this account or not willing to address the invisible waste that may be caused by this process.
Demanding vs. Caring	**The balance is tilted towards Caring, with Demanding being extremely low.** The same pattern is reflected in the organisation ideal. In this scenario, there is a possibility that accountabilities may get diffused and performance may take a back seat.
Strategic vs. Personalized	**The balance is tilted towards the side of Strategic and remains so in the organisation ideal.** This suggests that the organisation has a clear vision, direction, and focus, which have been institutionalized and not dependent upon a select group of people. To what extent, it is an accurate assessment of the situation is worth exploring.

CONTRARY PULLS	CASE OF AHT ORGANISATIONS
Ambitious vs. Protective	**Both attributes figure in the lower half and remain so in the organisation ideal.** This suggests that organisation may be unsure of its basic purpose i.e. raison d'être.
Creative vs. Diligent	**Both attributes are on the higher side with a slight tilt in favour of Creative.** This suggests that members will get energised by the idea of doing something new and will also be willing to persevere in their efforts. Without a creative stimulus, the organisation may find it difficult to sustain the interest of its members.
Ethical vs. Expedient	**The balance is heavily tilted towards Ethical and remains so in the organisation ideal.** This suggests that organisation takes pride in adherence to values and principles.
Disciplined vs. Informal	**The balance is tilted towards the side of Disciplined and remains so in the organisation ideal.** Thus, the organisation seems reasonably comfortable with its present engagement with the two sides.
Efficient vs. Benevolent	**The balance is tilted towards Efficient, though there is moderate emphasis on Benevolence as well.** There is no change in the Organisation ideal. This suggests that while the organisation can balance the two sides to a reasonable extent, it may also have got caught in a comfort zone and may have become unmindful of the prevalent inefficiencies.

Table 8: Key pair analysis based on EUM (O) results

Along with these EUM (O) findings, the study also ran an EUM (I) test analysis to render a deeper understanding of the leadership in the sampled AHT organisations and helps paints the overall picture of the internal structure and leadership at these organisations. The findings from EUM (I) are presented in the section below.

3.2 PERSPECTIVE ON LEADERSHIP

3.2.1 Objective:

The objective of the of EUM (I) analysis is based on the premise that individuals/collectives carry within them an internally coherent set of needs, wants and drives, values, orientations, and worldviews in a unique configuration—this test was applied to all the 59 surveyed organisation leaders and their senior management. Each EUM universe is a subset of this configuration, i.e., each universe represents a facet of this configuration. All the EUM universes seen together can give one a reasonably comprehensive picture of the configuration unique to a person/collective. The EUM (I) attempts to capture this configuration across six different universes, there are:

UNIVERSE OF BELONGING AND PROTECTION (UBP)	UNIVERSE OF MEANINGFUL-NESS AND INTIMACY (UMI)	UNIVERSE OF ROLES AND BOUNDARIES (URB)	UNIVERSE OF DUALITY AND SIMULTANEITY (UDS)	UNIVERSE OF STRENGTH AND DESIRE (USD)	UNIVERSE OF PURPOSE AND ACHIEVE (UPA)
This is the part of individual that wishes to belong to a haven where they feel secure and protected.	This is the part of individuals that wishes for and works towards a utopian world where everyone can live in peace and harmony.	This is the part of individual that wishes to relate with the world in an orderly fashion so that they know what exactly to expect from others and what is expected of them.	This universe captures the balance between the several parts of individual that are often at play simultaneosly. While they may blend in perfect harmony at times, they may also create severe conflicts and pull them in different directions.	This is the part of individual that is focused on the fulfilment of their desires and that seeks to do so through their own strength and power.	This is the part of individual that continually strives towards higher levels of achievement and recognizes that this is possible only by forging mutually beneficial links with others.

Table 9: Six universes configured according to EUM (I)

3.2.2 Key questions:

All the six EUM universes exist in all individuals, but in varying proportions to each other. Their relative strength and the interplay between them are different for each person/collective. It is this orientation towards each universe which is being captured in the EUM (I) analysis. Box 4 highlight the questions the EUM (I) test uses to gauge some of the key psychological traits of the organisation leaders.

1. What seems to be the propensity and leanings of the leaders regarding their ability to deal with uncertainties, dilemmas and ambiguities that are inherent in the nature of work or mission?

2. What seems to be the core source of energy that drives them to work in one of the toughest human rights issues?

3. How does leaders of this sector engage with systems? How role bound or flexible are they?

4. Who are the outliers in this group? What seems to be their distinctiveness?

5. What seems to be this section of leaders' ability to network and work towards collective impact? How does this group hold and engage with competitiveness?

6. How do the leaders hold their own distinctiveness from others?

7. What is the nature of satisfaction or dissatisfaction that these leaders have with themselves or the context they are in? What is the nature or intensity of the wish for change?

8. Is there a pattern that suggests how the respondents' relationship will be with the victim?

Box 4: Key research questions for the EUM (I) analysis

3.2.3. Key findings: The table below summarises the key findings across each EUM (I) universe of analysis that aid in answering the questions listed above:

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
Universe of belonging and protection (UBP)	Primary orientation is towards harmony, familiarity, predictability, and strong bonding/identification with kith and kin. It gives one a strong sense of "oneness" with the group(s) to which they belong and enables them to accept all its positives as well as its angularities	UBP scores suggest that respondents identify with this universe to a moderate extent and more prominently experience it in themself than in others, consequently: • The leaders are likely to value close ties and familial linkages with relatives, neighbours, close friends, and community members but may be experiencing lack of reciprocation from them. • Likely to prefer safety and continuity in day- to-day living process and may feel distressed when encountered with frequent changes either in lifestyle or in places of work. • Prefer to have trust and faith in people whom they regard as their own but may be feeling let down or used/taken for granted. • May be experiencing a sense of disappointment, agitation, and restlessness with having to live with limitations, both in themselves and of their context. • May be feeling burdened by having to be the lone upholders of heritage, tradition, and established ways of system that they belong to, and may have mixed feelings towards people who are able to "break free" • May experience difficulty in dealing with differences, conflicts and aggression, and may display passive aggression when pushed to a corner. • Likely to have difficulty with open expression of ambition both in self and in others.

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
Universe of belonging and protection (UBP)		• May tend to defy people in positions of authority but frequently feel disappointed / discriminated against if they encounter any human frailties in themselves. • May experience tension between fulfilment of own needs/desires and commitment to the system.
Universe of meaningfulness and intimacy (UMI)	Primary orientation is towards meaningfulness, intimacy, compassion, empathy and respect for others, irrespective of their clan and creed	**UMI scores suggest that respondents have moderately high identification with this universe and simultaneously perceive its presence in other people in equal measure, consequently:** • Likely to have great faith in human nature (in terms of empathy, compassion, sensitivity, concern for others). This may at times border on naiveté. • Likely to pursue win-win approaches and strongly believe that it is possible to make it work in all situations. • Likely to have a high degree of acceptance of people irrespective of their class, creed, and orientations, and would derive considerable satisfaction from being of help/ use. • Likely to evoke great degree of trust in others and trust others easily, and at times, blindly. • Likely to believe in the philosophy of "results through people" and would prefer to follow an egalitarian/ democratic approach and participative decision making. • May tend to avoid/diffuse conflict and find it difficult to see its positive potential, let alone fostering it. • May have difficulty in expressing negative feelings and may use humour / sarcasm for expressing anger/ hostility. • May have a propensity to over-protect the vistm and find it difficult to own their power - this in turn may create difficulty in exercising systemic authority. • May find it difficult to acknowledge the insidious oppression in the name of ideology and may at times become dogmatic and self-righteous in adherence to humanistic values.
Universe of roles and boundaries (URB)	Primary orientation is towards smooth functioning, balance, clarity, adjustment, and appropriateness	**URB scores suggest that respondents have high identification with this universe and simultaneously perceive its presence in other people in equal measure, consequently:** • Likely to value order and stability and are governed by values, norms, established rules, and regulations. • They perhaps believe that the world is a stable, ordered place where most people live by the rules and receive what they deserve. • They perhaps take it for granted, that personal feelings and needs do not (and should not) impact role performance, both for themselves and others in their organisation. • They are likely to assume that different parts of one's life are to be kept separate from each other. • They are likely to anticipate and plan for contingencies but may find it difficult to deal with unanticipated occurrences. • They may experience some difficulty in dealing with emotional intensities both within self and in others.

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
Universe of roles and boundaries (URB)		• They may have a difficulty in situations where they are called upon to exercise subjective wisdom and / or show flexibility to deal with the salient features of the situation. • They may have difficulty in recognising the impact of individual needs, feelings and personal dilemmas on role performance (both for self and others) • They may tend to hold all forms of "subjectivity" with suspicion and may try to eliminate it through overengineering the system.
Universe of duality and simultaneity (UDS)	Primary orientation is towards simultaneous engagement with these multiple pulls is the essence of this universe.	**UDS scores suggest that respondents have moderate identification with this universe and experience it more prominently in themselves than most other people, consequently:** • They are perhaps quite comfortable with ambiguity/ uncertainty and would be willing to put things in a context, rather than rely on absolute and definite answers. • Likely to rely more on their own wisdom/judgement than that of others. • They are likely to have moderate level of acceptance of themself, and the imperatives of the situation. • Likely to have a propensity to take a balanced view when there are contrary pulls e.g. between "task and people need" or between need for "flexibility and adherence to rules and systems" etc. • Likely to be comfortable with diversity, 'out of the box' thinking and change. • May at times find it difficult to take a clear position and hence may hesitate in situations which require decisive action. • May find it difficult to empathise with others, particularly in respect of their needs for safety, stability, power, status, and personal ambitions. • May be experienced by others as self-sufficient or difficult to influence, this may adversely affect negotiability in building meaningful relatedness. • May be prone to a certain degree of "self-delusion" and a sense of being more "evolved" than others.
Universe of strength and desires (USD)	Its primary orientation is towards curiosity, assertion, adventure, aliveness, excitement, and competitiveness.	**USD scores suggest that respondents do not identify with this universe and experience it much more in other people, consequently:** • Likely to prefer, self-containment, restraint, and modesty. • May not be comfortable in pursuing opportunities that require them to engage with conflict and chaos; in the process they run the risk of missing out on several opportunities. • Likely to be careful in asserting their autonomy, lest it is seen as aggression and disruptive, in the process they may run the risk of getting unduly pressurised and/or taken for granted. • Likely to have faith in the fairness of the "system" and perhaps assume that just rewards will come their way if they persistently pursue what they consider the right path. • Likely to be hesitant in exercising direct influence over others, and simultaneously be watchful about potentially harmful ways in which others can influence.

UNIVERSE	ROLE OF THE UNIVERSE	KEY FINDINGS
Universe of strength and desires (USD)		• While they may be vigilant towards others' attempt to exercise control; they may be blind to the control and oppression imposed by them. • May be hesitant to push the boundaries of the known and familiar and take steps which threaten to upset the apple cart. • They may have a propensity to deny/ discount their passion/ impulse /spontaneity. • It is possible that they may feel a little "less" than others in respect of strength and power, but may carry a sense of being superior through righteousness
Universe of purpose and achieve (UPA)	Its primary orientation is towards purposiveness, goal directed action, enlightened self-interest, and resourcefulness.	**UPA scores suggest that respondents have a high identification with this universe and simultaneously experience it much more in other people, consequently:** • Their sense of identity and self-worth are defined by their achievements. Thus, they are likely to be action-oriented and strategic and would be willing to forgo short term gains for long term goals. • They are likely to work towards a meritocratic and high-performance culture and would invest in developing their skills and competencies. Simultaneously, they would expect the same from others. • Likely to invest in understanding the forces and changes that are taking place in their environment, and hence will pay attention to the opportunities and threats that it offers. • They are likely to sense the power dynamics in any situation and would be comfortable in engaging with it either directly or subtly. • May recognize the importance of networking and collaboration, they are also likely to believe that everything comes with a price and that there are "no free lunches" in life. • May get caught with perpetually comparing themselves with others and may carry an anxiety about being left behind. • While likely to have facility in relating to people, they may experience difficulty in forging close personal ties, and hence may have large network of relationships but not many trusting and intimate links. • May run the risk of trying to understand all human dynamics through the lens of pragmatism and utility, and hence may have difficulty in understanding people who are not driven by achievement and success. • May tend to the system, other people, and themselves as a whole, as an instrument of performance—hence, run the risk of pushing themselves too hard and head towards possible burnout

Table 10: Key results of the EUM (I) analysis

3.3. KEY TAKEAWAY FROM THE EUM (I/O) ANALYSIS

Based on the EUM analysis, the surveyed organisations were scored across each of the universes under EUM(I) and EUM(O), as discussed in section 3.1 and 3.2 respectively. The scoring was based on the responses from the organisation leaders and middle management employees. In this section, we present the aggregate result of EUM (I) & (O) analysis, and how it condenses to define the overall predisposition in the AHT ecosystem. To illustrate the inclinations of the AHT leaders as deciphered by the EUM analysis, this section will also present examples from Sattva's primary research findings that examine the hypothesis emerged from EUM findings. This approach will help us map how the personality of the organisation leaders have defined the AHT ecosystem's strengths and challenges. Accordingly, Section 3.3.1 to 3.3.7 capture the seven key findings of the aggregate EUM (I & O) analysis, and are detailed under:

3.3.1 Dealing with uncertainties, dilemmas, and ambiguities

Finding from the EUM (I/O)

While the leaders of the AHT organisations can acknowledge the ambiguity of working in AHT space, they have a strong need for systemic regulation and boundaries as indicated by their high URB scores. Hence, they demonstrate propensity to seek structural legitimacy from the concerned authority. **In other words, the ambiguity will be acknowledged but the expectation will be to get a clear mandate from the concerned structural authority- this could be the relevant law enforcement agencies, other governmental authorities, donors etc.**

The moderate UDS scores from EUM (I) suggest **a reasonable degree of comfort in dealing with uncertainties, dilemmas and ambiguities. However, given the low USD scores, the leaders may at times, tend to either vacillate or get immobilised in dealing with situations which have conflicting pulls.** Consequently, acting with a conviction may pose a challenge for these leaders.

[Examples from Sattva's Primary Research that support EUM findings]

Almost all organisations working in rehabilitation (n=18, 31% of the total sample of 59 organisations), reported having faced resistance from survivors at some point in time. Further, in three organisations, child survivors reported not liking rehabilitation homes. Based on survivor FDGs, it can be deduced that survivor's resistance to institutionalisation is due to the intersectionality of reasons, such as:
- Agency: Survivors FGDs revealed that a rehabilitation home if allotted, has an attached connotation of being a prison.
- Inclusion: Survivor FDG revealed that shelter homes may lead to an added layer of exclusion. Bangladeshi survivors reported feeling like outcasts due to formation of groups in the shelter home.
- Staffing: Poor staff retention leads to a perpetual low staff to survivor ratio, which leads to poor overall attention to rescued survivors.
- Healthcare: Given the low staff to survivor ratio, survivors suffering from STDs, apart from other diseases, often go untreated due to limited resources at rehabilitation homes.

Despite community-based rehabilitation (CBR) emerging as a solution approach, not many organisations have adapted to this form of reintegration. Only 22% of the rehabilitation organisations are working in CBR (n=4, of the surveyed 18 Rescue organisations). The key reported reasons for programme adaptation were:
- Lack of rehabilitation homes in a certain state/ district, or that they are running at full capacity.
- Additionally, these organisations also reported that long-term rehabilitation homes do not treat survivors well which often results in re-trafficking and/or incomplete reintegration.

Notwithstanding survivor resistance, 72% of the surveyed organisations continue to report that they are running a long-term rehabilitation home—this approach is in-line with the requirements of the law. Post-rescue institutionalisation of survivors of the Sex Trafficking is legal requirement. Base on the EUM analysis, primary data findings and secondary research, it can be hypothesised that the inertia in terms of adjusting to new programme designs for Rehabilitation are centred around:

- Institutional frameworks:
  ▸ Ambiguous articulation of "Rehabilitation" in policy
  ▸ The absence of a policy framework around emerging solutions like CBR
  ▸ Issues of survivor traceability and its intersectionality with legal requirements
- Donor mandates:
  ▸ Funders inclination in terms of programme design. For instance, if the donor has a strong inclination to fund shelter-homes the implementation organisation may not be able to negotiate a variant approach to Rehabilitation.

The meeting of these dilemmas for AHT organisation leadership results in a need for an approach that is structurally validated by macro-systems, like governments and funders. From the EUM analysis, it can be deduced that the AHT implementation organisations are waiting to be structurally empowered. This empowerment must be defined by the larger macro-systems—the expectation is that government/ funders should give them a clearly defined mandate that empowers them to deal with ambiguity. However, this need runs parallel with an intense concern for the rescued survivor as well as a deeply-rooted passion to eradicate HT—the balancing of the interface of these two needs results in heavy frustration across implementation organisations.

As discussed in Section 3.3.3, an inability to negotiate with the systems and collaborate on national issue-based advocacy, coupled with a tendency to perform in-line with the role outlined by the structural authorities,
has resulted in:

- 100% of the organisations in rescue, (n=25, 42% of the total sample of 59 organisations), reported cases of re-trafficking. Two organisations (8% of the 25 sampled rescue organisations) have ceased rescue activities due to increasing frustration and cases of re-trafficking.
- Some organisations attached failure of re-trafficking cases to themselves (this can be attributed to the low Arena and USD scores).
- Organisations were also frustrated with ambiguity in success of prevention programmes, with 28% of organisations in Prevention mentioning that their awareness interventions were not successful (n= 15, 25.5% of the total sample of 59 organisations).
- Organisations also expressed helplessness with dependence on Funder mandates.

Overall, given the above findings, it can be hypothesised that the organisational leaders' dilemma is with regards to role taking and action choices, along with ambiguity with systems. While there is commitment for empowering the survivors, there is also a dilemma with negotiating the systems. This dilemma is grounded in the need to not upset the apple cart which can broadly be summed as, "if those in authority get upset with me, I might not be able to work—work, that I am very committed towards."

3.3.2 Core sources of energy

The high UMI score in EUM (I) and Ecological score in EUM (O) indicate that the leader's high ideological connect and a strong wish to make a difference is an important energiser.

However, the low USD scores in EUM (I) indicate that they often find it difficult to acknowledge their personal motivations along with those of their employees.

Simultaneously, the UPA scores in EUM (I) are on the higher side, but the Network scores in EUM(O) are relatively low. This suggests that the organisation may find it difficult to meet the growth aspirations of its members. However, this gap may not be directly acknowledged and may become an energy sapper.

This often creates a sense of frustration in the employees as they experience inadequate career growth opportunities but tend to hesitate to express the same as it may seem self- centered or may show their lack of devotion to the " larger cause" of the organisation.

Examples from Sattva's Primary Research that support EUM findings

Ideology is a key energy driver in the AHT ecosystem—organisations demonstrate a high degree of commitment towards the survivors and often go above and beyond their project role to ensure rescue and safety of the survivor. Empathy and passion were cited as a major driving force by 75% of the surveyed organisations (n=59). Further, 51% of the organisation leaders reported that their staff working in the sector are here due to the devotion towards the cause of AHT (n=59). While the implementation organisations take on the onus of extra work, they also report that this comes at a cost of both personal safety and financial security. During primary interviews with field teams and middle managers, over 60% reported facing critical challenges (n=59), some of these reported challenges were:

- Personal Safety:
  - ▸ Social stigma associated with working with trafficked survivors and people with HIV/AIDS
  - ▸ Fear of personal safety while working in human trafficking
- Financial Security:
  - ▸ Low compensation coupled with the long hours of work
  - ▸ 25% of the surveyed organisations reported paying out low salaries

- Job security:
  - ▶ According to the primary data analysis, the average period of staff association with the organisations is between a year or two—the period of association is widely concurrent to the average project duration that the staff was helping implement.
  - ▶ Hiring in all the surveyed organisations are project specific—when the funded programme closes, the organisation is often unable to retain the associated staff.

The above challenges are antagonistic to the motivations of the AHT organisation leaders who, to achieve their organisation vision, require stable, consistent and reliable organisation support. Given that the AHT ecosystem is fraught with multiple safety challenges and that often ideology mandates going "above and beyond '' the prescribed terms of reference, it is challenging to hire, train and retain staff—71% of the organisation leaders reported finding and retaining staff in AHT organisations as a critical challenge (n=59). Key challenges in retaining staff as reported by implementation organisations are:

- Implementation organisations often ascribe the staff-retention challenge to funders mandate—30% of the organisation reported hiring the AHT sector highly dependent on funders mandate (n=59).
  - ▶ Further, these organisations reported that once the project is over, there is uncertainty about the staff's future in the organisation.
  - ▶ Funders may also have their own set of mandates that may not necessarily be aligned to the exigencies of the implementing organisations.
  - ▶ Programme funding is designed such that not enough funds are earmarked for organisations capability development—from a AHT organisation leader perspective this is a critical area of investment to achieve the organisations vision.
- Lot of young people migrate out of town for better job prospects. The organisation prefers local staff who can stay for longer periods but due to high migration rates there is dearth of experienced/suitable staff.

On the whole, primary data and the EUM analysis points to the insight that staff attrition may be a symptom of the organisation leaders inability to actively engage with the staff motivations and converge them to meet the organisation's vision. In other words, while implementation organisations acknowledge the challenge, they do not necessarily engage with it—none of the surveyed organisations reported concretely talking about the staffing challenge with the funders. None of the organisations reported negotiating better salary for their staff despite the many personal challenges they actively take on while engaging in the AHT ecosystem. Further, there is minimal engagement with the acknowledged fact that funding is primarily programme focused with negligible resources earmarked for organisation capacity development. In a few cases, the leaders cited conversations with funders where they tabled requests for incremental change, such as, requests to make slight adjustments/ additions to the implemented programmes. Based on the EUM analysis, it can be hypothesised that the implementation organisations are unable to anchor such conversations with donors as they see themselves as recipients of funding rather than partners for co-creating solutions. This has resulted in systematic issues like:

- Primary interview analysis revealed that while the employees at middle management and field staff level have immense knowledge about the on-ground implementation and operational issues, they are unable to articulate an understanding of AHT space. These middle management employees are often not as well-versed about the sector as the leaders due to limited training, learning, and development opportunities.
- Lack of investment in employee development has resulted in a situation where 80% of the organisation leaders interviewed do not have a succession plan. The leaders in these organisations have to invest a lot of time and effort in finding and training staff even as employee attrition remains high—adding to issues of internal stability and overall dissonance, in essence, challenging a sense of stability. **This finding stands in contrast to the survey finding that 80% of the organisations invest in leadership development and capability building of their teams despite funding challenges.**

3.3.3 Engagement with systems

The engagement of these leaders with systems is likely to be based on the clarity of expectations. While the **leaders respect the systemic boundaries,** they find it difficult to navigate through situations where one has to deal with hostility and often struggle to negotiate under such circumstances.

A very low gap between OC and OI suggests a **high degree of comfort with the current system.** Simultaneously, there is a huge resonance between the EUM (I) and EUM (O) profiles- low USD/Arena, high UMI/Ecology, ambivalence towards competitiveness/ambition etc. **This can potentially create blurring of boundaries between Self and System. Thus, either the system will be completely owned up (with high commitment and blindness towards one's own imposition) or be completely disowned. Similarly, at the organisational level, relationship with other systems may be accompanied by extreme closeness or complete distancing.**

3.3.3 Engagement with systems

<u>Examples from Sattva's Primary Research that support EUM findings</u>

Sattva's primary research finds that AHT organisations like to work within the defined systems. For instance, while only 31% of the organisations working with district and state authorities reported satisfaction working with both the district and state-level authorities (n=49, 83% of the 59 surveyed organisations), only a few dealt with the reported dissatisfaction systematically:

- 69% of the organisations working with district and state authorities cited inefficiencies at both the state and district-level, however, not all could articulate solutions to the state inefficiencies (n=49, 83% of the 59 surveyed organisations)
- Only 29% of the organisations that reported inefficiencies at district and state-level could articulate the changes they wish to implement
  - ▶ However, instead of negotiating with DALSA for better support, two organisations have set up their own legal cells/ centers.
  - ▶ The legal cells are supported by experienced lawyers who work on a pro-bono basis to aid survivors
  - ▶ These organisations also reported leveraging the technical know-how of retired lawyer's and other legal expertise
  - ▶ Based on the EUM analysis, it can be hypothesised that these organisations prefer creating sub-systems in parallel to the existing legal systems as a response—this echoes an underlying mistrust in systems and vigilance in negotiating with systems.

Given the vast scope of reported dissatisfaction with macro-systems, another method to gauge the quantum of interface with systems is the uptake of advocacy efforts. Across the social sector, advocacy has emerged as a powerful tool for change and the AHT ecosystem is no different—around 90% of the surveyed organisations reported engaging with Advocacy efforts (n=53, 90% of the total surveyed organisations). As discussed in Chapter 2 (Section 2.3.6), organisations undertaking advocacy activities concentrate on the following themes of work:

- 91% dedicated resources to uptake advocacy work on AHT ecosystem stakeholder sensitisation and awareness.
- 71% worked on bolstering existing government systems and initiatives
- 25% worked on providing advisory to shape future government policies and initiatives
- 16% work to strengthen judicial and legal advocacy

From the above data split, the key finding that stands out is that while an overwhelming majority of the organisations report working on stakeholder sensitization, they do so to increase efficiencies within the current defined AHT paradigm. Dynamic solutions that approach long standing sector bottlenecks from an innovative and collaborative lens are critically absent. Further, there is a low uptake of issue-based national advocacy that could potentially address key sector challenges and enforce change. The later finding, when studied in conjunction with the EUM findings highlights that the hypothesised lack of trust in systems may have stunted the collective national efforts to enforce change.

On the whole, based on the EUM and primary survey data analysis, it can be deduced that while there is a sense of dissatisfaction with systems and an acknowledgement of system-related inefficiencies, the inefficiencies themselves have been normalised—the organisations seem to have adapted to systems-based inefficiencies. Further, the tendency to seek structural legitimacy keeps the organisations from adopting solutions geared at systematic change such as those centred around issue-based national advocacy to resolve some of the critical yet entrenched challenges of the AHT ecosystem. It is pertinent to note that at an aggregate level, the propensities of the AHT ecosystem, the implementing organisations working within the 2P4R framework, are rooted in the personal propensities of organisation leaders —they exaggerated and reinforced each other. Based on the EUM

It is pertinent to note that at an aggregate level, the propensities of the AHT ecosystem, the implementing organisations working within the 2P4R framework, are rooted in the personal propensities of organisation leaders —they exaggerated and reinforced each other. Based on the EUM analysis, it can be hypothesised that the personal propensities that are getting exaggerated and reinforced are of the nature— "trust in people but not in systems". If this hypothesis holds true then it would translate into a scenario where implementing organisations would face difficulty with reference to negotiating with the systems and empathising with its constraints, which limits the dynamic nature of the implemented solutions.

3.3.4 Satisfaction/ dissatisfaction with self and systems

The EUM (I) and EUM (O) scores finds the following about the organisations' satisfaction/dissatisfaction with self and the system:

The gap between SC and SI is moderate while the gap between OC and OI is very low. This indicates some willingness to work with oneself but reluctance to engage with organisational/systemic issues. In EUM-0, most attributes fall into the Pride/comfort category and a few into the ambivalent category. The burden/resignation categories are totally blank. The situation in respect of EUM-I is similar, but the extent of ambivalence is stronger.

There is a close parallel between ambivalence at the self -level and the organisational level. At the organisational level the ambivalence is about not being "ambitious" enough- at the self-level, it is about not being "competitive" enough. Similarly, at the organisational level, the ambivalence is about being "over-caring", at the self-level, it is about not being sufficiently "tough". Putting all the above together, the following hypotheses are indicated:

- There is strong identification which the respondents have with their organisations, leading perhaps to diffusion of boundaries between self and organisation.
- Association with the organisation (and its goals and mission) is likely to be an important source of self-worth for the respondents.
- The ambivalence is being dealt with through ideological hegemony and rigidity relationship with other systems may be accompanied by extreme closeness or complete distancing.

Examples from Sattva's Primary Research that support EUM findings

A keen analysis of the primary survey data reveals that there is an ineradicable sense of dissatisfaction with both self and systems. The EUM findings indicate that this is primarily rooted in a sense of helplessness—**the organization's passionate commitment to the survivors' cause and the inability to meet survivors' reasonable expectations causes internal guilt and shame.** To understand the interaction of survivor expectation with dissatisfaction with systems, this analysis first maps out the key survivor expectations, these were found to be centred around:

- The need for viable livelihood opportunities: as discussed in Chapter 1 and 2, many skills training programmes for rescued survivors tend to focus on simple and often outdated courses that are not viable post rehabilitation and reintegration stage.
- Disbursement of Victim Compensation: as discussed in Chapter 1, between the period 2011-2019 only 0.2% of VC corpuses' funds were disbursed—only 77 of the 38503 survivors received the VC support.
- Support and cooperation from police for prosecution: 38% of the organisations working in Prosecution (n=13, 8.5% of the total sample of 59 organisations) also reported frustration about not being able to file PILs as they fear losing their FCRAs which will further affect their funding.
- Younger survivors communicated a need for higher education opportunities: long term institutionalisation has long lasting impact on the opportunities available to young survivors.

While the organisations feel their efforts in providing AHT solutions is satisfactory, they expressed frustration with reference to the delayed and uncertain government procedures creating hindrance in their programmes. The inability to meet key survivor needs has resulted in the implementation organisations in the 2P4R framework reporting entrenched dissatisfaction across the spectrum of macro-systems. Some of the key areas that the surveyed organisations identified as areas of structural challenges in terms of service delivery are summarised under:

- Dissatisfaction with the government implementation authorities:
  ▶ 77% organisations reported dissatisfaction with government authorities. Some of the key identified areas were:
- Delay in disbursement of victim compensation,
- Poor implementation of Anti-trafficking laws,
- Registration of cases under incorrect sections of the law. Implementing organisations reported that often HT cases are registered either as kidnapping or missing rather than trafficking. The following quote captures the sector sentiment on the complexity of the AHT governance ecosystem: "Child trafficking is so dispersed amongst various laws- might be MoWCD, MoHA, MoL. They're still gaps though- the fact that the issues are dispersed across ministries makes it hard for anyone to receive services; that data is collected in siloes by different departments (MoWCD tracks data on missing children; child welfare committees maintain data on different categories of children; MoL has a different portal that tracks child labourer); the data tracked is different, the taxonomy is different, the frameworks are different." - an NGO leader

- More than 50% reported inefficiency with police, CWCs, WCD. Some quotes instances of inefficiencies reported were:
- HT is not dealt as a priority by the law enforcement agencies,
- Limited collaboration between police and AHTU,
- AHTUs only maintain record of cases and do not initiate concrete action against HT,
- Poor maintenance of rehabilitation homes by the CWC,
- Complex rehabilitation laws,
- Lack of cooperation by the CWC, WCD officials
- Dissatisfaction with policy:
  - More than 70% (n=59) reported gaps at policy level in the AHT space. The gaps reported were centered around:
- Lack of stringent laws,
- Delay in passing of the AHT bill,
- Lack of functional clarity on existing AHT laws.
- Dissatisfaction with funders:
  - 23% of the surveyed organisations (n=59) reported dissatisfaction with funders as they were unable to design interventions as per the organisations' core competencies/areas of interest
  - 50% of the surveyed organisations (n=59) reported that lack of sufficient long-term funding as an area of critical challenge

However, the improvements the surveyed organisations seek to enforce are incremental, not structural, in nature. Some instances of collaboration to implement incremental changes are:
- While some organisations reported working with local police and administrative units for rescue work, the overall engagement with the system has been low. Only a few organisations work on training and sensitisation of police officers, local DLSA lawyers and panchayat members, however, the uptake of these trainings has been low - as the entrenched nature of HT limits official's morale.
- Similarly, at the policy front, engagement with government departments, policy makers have been minimal according to the primary research.

The primary data analysis indicates an overall sense of reluctance to collaborate across the ecosystem. A dual system can be seen at play— the organisation feels helpless in terms of holistically supporting survivors needs and tends externalise the cause of the inefficiencies to the larger macro-systems, this runs in parallel with a reluctance to collaborate and execute holistic solutions. As discussed in the "Dealing with uncertainties, dilemmas and ambiguities" aptitude, it can be hypothesised that this may be due to a certain rigidity which is rooted in a larger need to operate in structurally validated areas of operation. This may explain why radical solutions like involvement of the private sector in the AHT ecosystem, pushing for fund utilisation of panchayats, or utilisation of e-tendering/ audits remain largely unexplored.

3.3.5 Networking and competitiveness

As per EUM (I) and EUM (O) scores, these leaders see themselves as non-competitive people living in a competitive world. Similarly, they believe that most organisations are driven by ambition, except their own.

Consequently, **while they would be willing to collaborate, they would simultaneously be watchful and vigilant about the intent and motives of the other person.**

In organisation to organisation networking/collaboration, ideological hegemony and inadequate critical thinking may also pose a challenge. **Each organisation may display a certain rigidity of thinking and reluctance to review and examine its own position. Thus, the organisations may experience some difficulty in dialoguing around contentious issues.**

Examples from Sattva's Primary Research that support EUM findings

Some instances where undertones of mistrust emerge are:
- Conflicts:
  - 18% of the surveyed organisations (n=59) only spoke about "turf wars" and the associated "mistrust of intentions" off the record.
  - An absence of acknowledgement of the collective effort required across the survivor life cycle emerges. Across interviews, it was noticed that organisations were not comfortable sharing credit for the rehabilitation and reintegration of the same survivor. For instance:

3.3.5 Networking and competitiveness

A survivor is rescued in Rajasthan by 'organisation A' who had been trafficked from Bihar. The survivor is kept in a temporary Rehabilitation home in Delhi under supervision of 'organisation B'. 'Organisation C' takes the child to Patna, Bihar and 'Organisation D' ensures reintegration of the survivor at the source area- Motihari, Bihar.
Here only one survivor was reintegrated, but all the implementation organisations were equally critical to the reintegration process. However, bitter feuds break out over such cases. It is pertinent to note that since AHT organisations are conflict-averse, the hostility does not result in confrontation and remains largely unaddressed.

- Network participation
  - ▶ Participating in large networks:
    40.4% of the organisations (n=47, 79% of the total surveyed organisations) are carrying out advocacy efforts at block/ district/ state-level and national/ international-level by being part of larger networks partnerships.
  - ▶ Satisfaction/dissatisfaction with macro-systems:
    As discussed in Section 3.3.4, 77% organisations (n=59) reported dissatisfaction with government authorities.
    23% reported dissatisfaction with funders as they were unable to design interventions as per the organisations' core competencies/areas of interest
    More than 50% reported inefficiency with police, CWCs, WCD.

Collaborative initiatives, while numbered, are encouraging as they enhance the collective capacity of the AHT ecosystem. However, these collaborative forums are often forged by either government authorities or funders—given the AHT ecosystems tendency to seek structural validity, it seems that the implementation organisations are more comfortable interacting and dialoguing under such a macro-system enabled framework. The EUM findings indicate that this tendency may be rooted in the ideological rigidity among leaders—if this hypothesis holds true, then it can be said that the organisations may experience difficulty in dialoguing. Challenges in networking between AHT organisations due to ideological rigidities can be seen between organisations who are anti-prostitution versus organisations who believe that sex work and all associated roles of madams, pimps and brothel owners need to be legalised. Rigidities can also emerge as a challenge for networking between organisations who support a custodial approach to rehabilitation versus organisations who challenge custodial approaches and support restorative approaches. While, the former supports long term shelter-based rehabilitation, the latter argues for CBR.

Research shows that AHT organisations may find it easier to network with each other under funder-led or government-initiated interventions, instances of such collaboration include:
- The Rajasthan Government initiated cross-state rescue and repatriation collaborations that aims to address trafficking comprehensively.
- Freedom Fund's supports interventions to bring together implementing organisations in the states of Bihar, Uttar Pradesh, and Tamil Nadu (under its hotspot intervention projects), to enable collaborative work.
However, the research has found no evidence of collaborations that are owned, initiated, and moderated by implementing organisations.

3.3.6 Relationship with Victim

This issue has not been directly covered in the study. However, some hypotheses are indicated. These are:

a) The respondents are likely to feel and display a genuine concern for the well-being of the victim.
b) The respondents may find it easy to "sympathise" with the victim rather than "empathising"
c) The respondents may unwittingly undermine the "agency" of the victim.
d) The respondents may find it difficult to see the victimhood of the perpetrator(s) and consequently not be able to humanise them.

Examples from Sattva's Primary Research that support EUM findings

Based on Sattva primary research, it can be deduced that organisation leaders have a deep concern for survivors of HT, but are unable to recognise the power and resourcefulness of survivors and instead focus on survivor's vulnerability. This inability to acknowledge the resourcefulness of the survivors may be rooted in the trust-deficit in systems which inadvertently results in the organisations undermining the agency of the survivors. Based on the EUM findings it can be speculated that the tendency to be "rigid and not review one's own position," as discussed earlier, continues to perpetuate this mechanism.

3.3.6 Relationship with Victim

Some of our key findings that outline the complex nature of the implementation organisations relationship with survivors are:

- Survivors as change makers: Interviews with leaders and FGDs with survivors revealed that 76.3% of the surveyed organizations (n=59), continue to look at survivors as "victims", not as changemakers despite the survivor's readiness and repeated requests. Implementing organisations are not able to acknowledge the wishes of the survivor to become changemakers and leaders in the AHT ecosystem. Survivors are primarily leveraged as community mobilisers and field workers when absorbed into the organisations and serve to establish a trust link between the organisations and the target communities.
  - ▶ Only 23.7% of the surveyed NGOs were focusing on empowering their survivors to successfully become changemakers in the society through forming Community-Based-Organisations (CBOs) of survivors, adopting survivor leadership collectives or hiring survivors as full-time employees in their organisations
  - ▶ Some organisations reported that when survivors communicate willingness to work towards becoming change agents, they do so with an expectation of incentives in return. Some organisations experimented with models where they paid survivors at the initial stages of work with survivor groups—however, upon exit from the model these groups are reported to dissolve. However, the primary analysis indicates that the organisations are unable to design solutions that meet the dual aspirations of survivors—ones that are centred around both the need to emerge as leaders in the AHT ecosystem, as well as have the implemented solutions be economically viable for them as survivors.
  - ▶ In contrast to the implementing organisations, CBOs emerged as platforms that readily allow survivors to rise up as change makers.

  During a FGD, a survivor had quoted, "Ever since I have become the part of this CBO I have my own identity, people recognise me and I feel empowered."

- Survivors as assets:
  - ▶ For the organisations that interface with the survivor as more than rescued survivors, the following trends emerge:
    - In 35.6% of the surveyed organisations (n=59), survivors were tokenized/ decorated. Typically, this survivor group includes those survivors who are not holistically engaged in the implementation organisations activities in any way.
    - In 40.7% of the surveyed organisations (n=59), survivors are just assigned, consulted and informed. Typically, this survivor group includes those survivors who are engaged a s field staff.
    - In 23.7% of the surveyed organisations (n=59), survivors led and initiated action and were part of decision making with organisation. Typically, this survivor group includes those survivors who were involved with the leadership groups/ in the senior leadership team of the organisation.

- Humanising Perpetrators:

  On the other side of the spectrum, as observed from the EUM analysis, there may be an unsaid challenge when it comes to humanising the perpetrators. Sattva's research largely found that organisations are working with industry and brick kiln owners as on-ground vigilantes. Across the primary survey analysis, only one organisation explicitly communicated working with traffickers:
  - ▶ Dhagagia Social Welfare Society (DSWS), an organisation in WB has developed a model of identifying traffickers and their motives to provide them with alternate livelihood opportunities instead of reporting them to the police. It is reported that these transformed traffickers, in turn, report other traffickers in the villages.

Overall, it can be said that the implementation organisations have a layered and nuanced relationship with the survivors where there is an deep rooted need to support and save them, including a genuine concern for their wellbeing—yet, on aggregate, this does not get actively translated into investment in survivors as changemakers. New intervention models that encourage the enhanced participation of survivors at higher levels of management as well as CBOs have emerged as a natural evolution of the survivor need for holistic reintegration.

3.3.7 Distinctiveness from others

The main differences between self and others are as follows:

a) The UBP scores for self are higher than for others (SC- 21, OP- 7)
b) The USD scores for self are lower than for others (SC- 3, OP- 25)
c) The UPA scores for self are slightly lower than for others (SC-34, OP- 40)
d) The UDS scores for self are higher than others (SC-27, OP-17)
e) In terms of adjectives, others are seen as a lot more Competitive (SC rank 14, OP rank 4) and Tough (SC rank 13, OP rank 5) On the other hand, self is seen as a lot more Dutiful (SC rank 3, OP rank 12), Fair (SC rank 6, OP rank 11) and Steady (SC rank 8, OP rank 13)
f) The Self Ideal is much closer to SC than OP

The leaders see themself as more altruistic, conscientious, and mature than others. They perceive others to be "well meaning" but somewhat immature, self-centric and lacking in perspective.

This could lead to a degree of patronising towards others. It is also possible that the world is looked at primarily through the binary of victims and perpetrators.

Examples from Sattva's Primary Research that support EUM findings

Sattva's interviews with organisation leaders on and off-the-record indicates that there may be an inability among organisation leaders in the AHT system to recognise the power and resourcefulness of others. In Section 3.3.6, we discussed how this leadership tendency affects survivors—how AHT organisation leadership is unable to acknowledge the capabilities of survivors beyond the lens of their vulnerability. This sentiment overflows into a limited perception of the capabilities of other activists, implementing organisations and the community at large. Based on the EUM findings (low Ecology score and fairly high UMI scores), it can be hypothesised that this poor perception of others capabilities, as discussed earlier, may arise from innate trust-deficit in systems, and a rigidity of to review one's own stance.

This condenses into an overall tendency to have a certain degree of patronising conduct. This tendency of having a certain air of superiority, which translates into a certain degree of patronising, was observed in instances like:
- Inability to recognise resourcefulness of other organisations working in the same areas: KII and FGDs in certain states revealed that organisations working in the same areas of intervention in the 2P4R framework were critical of each other's work. Long-term rehabilitation centers spoke ill of other organisations implementing variations of the rehabilitation programmes, and the same sentiment was shared by organisations who were implementing the programme with a distinctive lens.
- Inability to recognise resourcefulness of other organisations working across levels of the survivor life cycle: organisations both upstream and downstream of the survivor life cycle shared a certain mistrust towards each other's underlying motivations.

However, in both the scenarios the organisations did not confront to resolve disputes but rather relied on passing along the information to other parties of interest. Overall, it can be hypothesised that the patronising conduct of AHT implementation organisations' leadership is a sum of both conflicts being routinely avoided and internalised, as well as a distrust of systems.
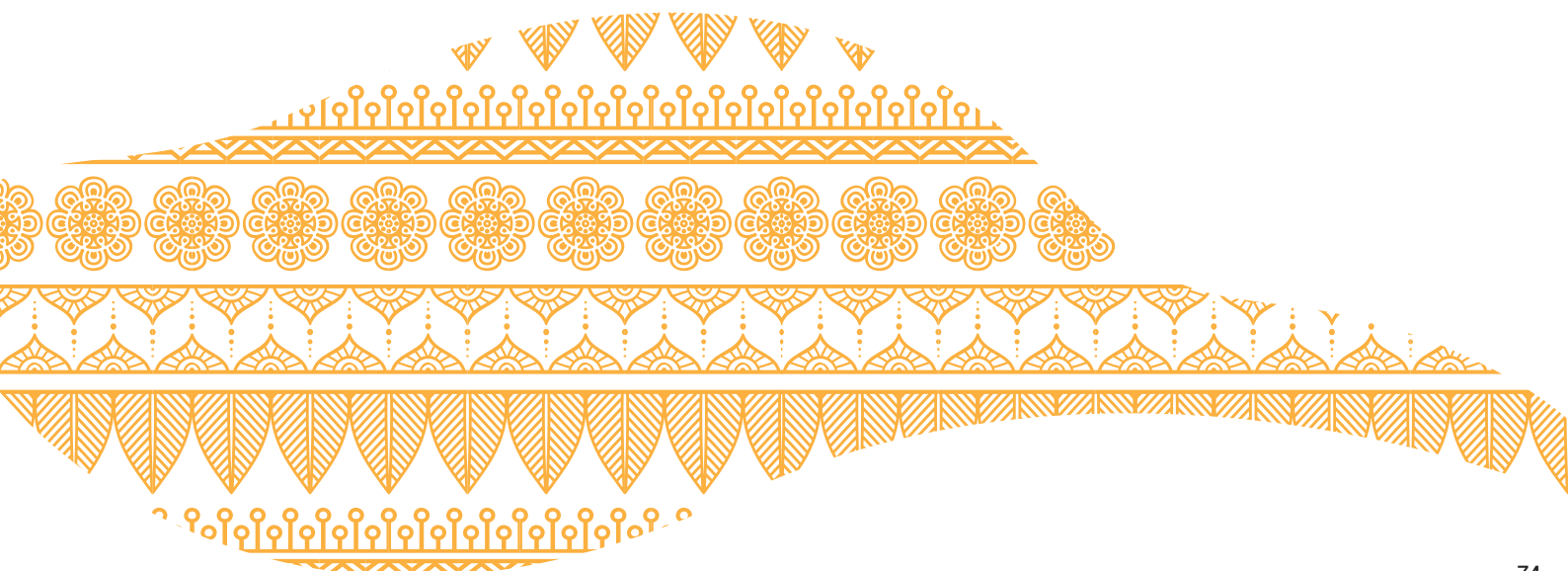
While the findings remain similar for most of the sampled organisations, the EUM analysis identified a handful of responses that depicted characteristics that were different from the others. There were 20 such individuals that emerged as outliers in the group.

Some of the key differentiating traits of the outliers include:
Critical thinking: The leaders showed higher reflexivity and seemed more likely to rethink and experiment with intervention approach
Acknowledgement of needs of self and the organisation: They showed a little higher willingness to embrace the needs, desires and vulnerabilities of both self and others
Owning up to one's competitiveness: They were comfortable in owning up their ambition and competitiveness
Self-Awareness: They see their organisation as a little less strategic than other
More ambition, less strategic: They want their organisation to become a little more ambitious than others.

Taking all these factors in account, it appears that the "Outliers" have become the voice of pragmatism, self-reflection, and critical thinking. Overall, the EUM analysis reveals that the AHT implementation organisations in the 2P4R framework have difficulty in dealing with ambiguity (a low USD and Arena score), and almost like a corollary show a high aptitude in being able work in well-defined systems even if they lack empathy for the constraints of the systems they operate in. These systems are often put in place by higher macro-systems, such as the government and funders. Hence, it can be hypothesised that in an unprecedented shock—a shock of the magnitude of a global pandemic—such organisations will seek a structurally validated approach carved out by the government. To capture the immediate impact of COVID-19 and related national lockdown on the implementation organisations, Sattva undertook a rapid assessment of the on-ground, Section 3.4 details out the key findings of this rapid assessment.

3.4. IMPACT OF COVID-19 ON THE IMPLEMENTING ORGANISATIONS AND SURVIVORS

Given psychological context of organisation leaders and their relationship with survivors, it is important to understand how these organisations have been impacted by the COVID-19 global pandemic, and what have been some of their coping mechanisms.

To unravel this, we conducted a short dipstick exercise to understand the impact the pandemic has had on the implementing organisations and the survivors they work with:

Overall, the organisations are unable to carry out community outreach activities and in the absence of this engagement, survivors are feeling disconnected
Organisations involved in emergency helpline service delivery are receiving multiple phone calls from distressed community members in hope of relief materials, mainly food. However, organisations are not equipped to deal with the restrictions set by pandemic and are not able to help them.
Organisations believe that their efforts of mobilising the community have gone back by 5-10 years since the lockdown has made their beneficiaries even more vulnerable. Organisations believe that the beneficiaries who were independent and capable, have now become dependent on government aid and community-led relief. Their students of vocational education and skill training who were undergoing placement processes are now stranded and unsure of the relevance of their skills to the job market post COVID-19.
The staff of most organisations are themselves from vulnerable economic backgrounds, in some cases, the staff are survivors themselves. Foreseeable funding crunch during and post COVID-19, and the uncertainty induced by possible pay cuts are factors of further distress for them.
Going forward, organisations are investing in creating disaster management protocols and training staff on social distancing and emergency measures to be undertaken in such an environment.

Box 5: Implications of COVID-19 on implementing organisations

Chapter 4:
Conclusion and
Way Forward

The Human Trafficking nexus is expanding rapidly, traffickers today range from opportunistic individuals to sophisticated criminal organisations, with multi-jurisdictional activity. These traffickers have created difficult to trace private networks and are using technological platforms for their advantage. It is nearly impossible for any single agency or organisation to respond comprehensively to the problem of human trafficking. The response to human trafficking has to be most effective, coordinated, and efficient through multi-pronged and collaborative problem-solving efforts.[85] Presently there are multiple bodies involved in combating human trafficking, such as government bodies, non-government organisations, judicial systems, and law enforcement agencies—all of these organisations work on a clear mandate of rescuing and rehabilitating survivors of trafficking.

Similarly, it is often challenging for implementing organisations to routinely identify the constantly emerging needs of the survivors and provide holistic solutions that can cater to these needs.[86] The path these implementing organisations follow to achieve this goal varies immensely. On analysing the gaps across 2P4R, the study finds that the solution space of AHT is crippled by poorly implemented legal solutions and weak judiciary systems, high degree of corruption, and high inertia in moving away from traditional intervention design in favour of needs-based contemporary designs for the better rescue and rehabilitation of survivor. Implementing organisations lack the understanding of legal systems and processes and are often confused and stuck in the paperwork. Their interaction with other players in the ecosystem in minimal, often limited to local stakeholders, and as the EUM (I/O) analysis highlights, are often reluctant to even form new partnerships.

There is a need for these organisations to widen their reach and partnership beyond local-level authorities to state-level government stakeholders. More importantly, collaborative efforts and measures need to be taken at the systemic, programmatic and delivery level to ensure a comprehensive response to human trafficking. The AHT ecosystem today lacks a nodal agency/platform that can bring these AHT solution providers together and promote collaborations between them.

> The approach of players in AHT space is service delivery oriented and there is a need for partnerships that can influence larger ecosystem, social policy and legislation change along with strengthening the capacity of grassroots organisations.

4.1. SOLUTIONS

In this chapter, the report builds on solutions that requires commitment and engagement of the broad spectrum of stakeholders—such as the implementation organisations, funders, law enforcement agencies (LEAs) and other related government bodies—to strengthen AHT space at the organisational and ecosystem level.

Given these existing challenges, solutions are required at two levels:
1. To build partnerships and strengthen the capability of the implementing organisations
2. To strengthen the ecosystem for AHT in India

4.1.1. Solutions to build partnerships and enhance capabilities of organisations in the AHT space

The DAC analysis on programme implementation data (Chapter 2) shows that that most of the organisations across 2P4R have scored low on efficiency. The primary data shows that these organisations do not have a succession plan and the attrition rate in these organisations is high.

The employees in the AHT organisations are hired on project-basis, and due to limited funding organisations fail the need of job-security for its employees.

Further, it is clear from the EUM (I) analysis that organisations in the AHT space often tend to overlook the growth needs of the employees and their aspirations—resulting in higher attrition in the sector. A well trained and dedicated team is an essential prerequisite for successful on-ground implementation of AHT interventions and these underlying issues at the organisation-level highlights the need for building the capacity of organisation from leadership to the field staff levels.

As discussed earlier in chapter 1, at the external level as well, organisations working at HT source, transit and destination are found to be predominantly working in silos. Their reach is restricted to local target groups within their state and hence, the evidence on interstate collaborations between organisations has been limited. Similarly, from the EUM (O) analysis it is evident that when it comes to collaborations, the ideological domination of leaders poses a challenge, the organisations find it hard to review/examine their positions and hence experience difficulty in partnering with other organisations. Therefore, focusing on building the capacity and network of these organisations can help in not only nuancing their overall approach to AHT but also lead to greater knowledge sharing in the sector—this will aid in minimising duplication of efforts.

The study recommends the following solutions to organisations to improve their internal capabilities and to enable building better collaborations in the ecosystem.

SOLUTION ARCHETYPE	SOLUTIONS	STAKEHOLDERS	
		LEAD	SUPPORT
Internal: Strengthening capability of the organisation	Capacity building of the organisations leaders and programme managers to revisit their theory of change on AHT to design tailored interventions for preventing HT, keeping in mind both outcomes and impact.	Funders	Implementing organisations
	Conduct external audit and evaluations of intervention programmes at the organisation-level, such that the evaluations can lead to transparency and higher accountability in implementation.	Implementing organisations	Funders
	Create a common platform to conduct seminars and workshops for employee capacity building with focus on promoting critical thinking and negotiation skills	Funders	Implementing organisations
	Rethinking funding mandates that tie up hiring to programme period—this adds to the sense of job insecurity in the ecosystem. This is especially critical for the AHT ecosystem where the surveyed organisations have reported challenges in hiring and retaining quality staff.	Funders	Implementing organisations
External: Developing partnerships and networks	Influence policy reforms and collaborate with government bodies at implementation level to ensure success of all nodes to be able to solve for HT and prevent re-trafficking of survivors.	Implementing organisations and funders	Policy makers and government implementing bodies
	Create networks of organisations working across states - source, transit, and destination regions to collaborate better on AHT solutions and enable improved tracking and rescuing of survivors	Implementing organisations	Funders
	Funders can create a network between grantee organisations across states and areas of work to allow organisations to leverage cross-learnings and encourage knowledge sharing. However, based on the EUM analysis, before such networks are forged, discussion forums of these organisations should be put in place to enable the leaders to voice their key aspirations for the organisations, and the critical hindrances thereof. This may prove to be a good practice to put in place as the EUM analysis indicates that this will aid in the leaders developing trust in such systems and hence contribute to the dynamicity of of the co-created solutions.	Funders	Implementing organisations

High need   Medium need   Low need   Table 11: Solutions to build partnerships and strengthen capability of organisations

4.1.2. Solutions to strengthen the overall AHT ecosystem

To strengthen the overall AHT sector, efforts are needed at multiple levels —from institutional to community to survivor-level. This section provides solutions for each of these levels.

🏛 Institutional: Strengthening legal action and processes

The secondary research finds that the legal and judicial systems in the AHT space have multiple operational challenges. Some of the gaps that the study has highlighted in the legal and judiciary system are registration of cases under incorrect laws, delays in providing survivor compensation, approach and conduct of legal practitioners towards survivors. These secondary research findings are further validated by analysis of primary survey data.

The implementation organisations lack the knowledge and understanding of the complicated legal processes. These persistent gaps have continued to weaken the legal response to HT and need urgent reinvigoration in their redressal. Therefore, it is important to bring stakeholders like NGOs, police, government departments, and lawyers together to create opportunities for dialogue by organising working sessions/workshops. This will aid in the demystifying of legal processes in the Indian judicial system and enable stakeholders to leverage the knowledge for better implementation of their on-groundwork.

Some of the key solutions by stakeholder types to contribute towards strengthening legal action and processes are detailed in Table 12.

SOLUTION ARCHETYPE	SOLUTIONS	STAKEHOLDERS	
		LEAD	SUPPORT
Strengthen legal action and processes	Focussed funding for prosecution and witness protection would motivate more implementing organisations to provide legal recourse to survivors.	Funders	Implementing organisation
	Legal training course on AHT for implementing organisations, lawyers, police officials will improve their knowledge and skills to operate in the field. Such trainings can be curated by International NGOs (INGOs) who have experience and capacity to guide grassroot implementing organisations.	INGOs	Funders
	Provide financial support to NGOs for registering protest petition that forces police to reopen the case, take survivor's statements, file revised and correct set of sections and brings revised police statement to court thus ensuring victim compensation and conviction of traffickers	Funders	Implementing organisations
	Create know-how tools for guiding police and lawyers when undertaking trafficking cases. The tools should include step-by-step guidelines for different stages of trafficking cases, from filing the FIR to the prosecution and appeals process.	Implementing organisations and lawyers	Law enforcement agencies like police, AHTUs

High need   Medium need   Low need

Table 12: Solutions to strengthen legal action and processes

🕸️ Community: Creating community-led and community-centric AHT interventions

The community members, such as family, friends, and teachers play a crucial role in successful reintegration of survivors, however this study finds that besides organisations working on Prevention and Rescue, the involvement with these community-level stakeholders has been limited in other areas of AHT intervention.

Despite several attempts by the implementation organisations the involvement of community members in AHT interventions has been visibly low as compared to other interventions. Apart from the typical bodies such as CPC and VLCPC, other members of the community are not always open to be involved in such interventions. This may be due to issues such as social stigmatisation due to association with survivors

of trafficking. Likewise, sensitisation of community members is a key factor in designing an effective AHT solution—hence, there is a need for involving community by forming Village/Block/Community-level vigilance committees such as, CPCs, adolescent groups, and women groups to build resilient communities. Additionally, it is recommended to form response teams at community level who can identify, track, report and prevent trafficking. Encouragingly, some organisations like Shaheen in Andhra Pradesh have been able to come up with models to incentivise community involvement.

The study makes following solutions for ways to improve community-level engagement towards AHT:

SOLUTION ARCHETYPE	SOLUTIONS	STAKEHOLDERS	
		LEAD	SUPPORT
Create community-led and community-centric AHT solutions	Focus on transit-based and community-based rehabilitation over long-term shelter-based rehabilitation. The implementing organisations should collaborate with local government departments to place survivors in short-term rehabilitation homes with counselling support. The survivors should be moved to a community-based rehabilitation model only once the family is deemed fit to accept the survivor.	Implementing organisations	Local government bodies like shelter homes, CWC, police
	Involve survivors as field staff and create survivor leadership models wherein the survivors can grow within the ecosystem. Enable them to • Support each other, report trafficking cases, spread awareness about trafficking in their areas • Have the potential to lead/ participate in advocacy activities such as advocating for AHT bill on both state and national forums under umbrella of Indian Leadership Forum Against Trafficking (ILFAT) • Move up to management and leadership positions and not retain working as community mobilisers	Implementing organisations	Funders
	Deploy a behavioural change approach to improve engagement with community members and raise awareness on AHT.	Implementing organisations	Local bodies like Panchayat, BDO

| High need | Medium need | Low need |

Table 13: Solutions to create community-led and community-centric AHT solutions

🧑‍🤝‍🧑 Survivor: Ensuring holistic reintegration of survivors

While the partnerships and collaborations across solution providers strengthens the AHT ecosystem, the solution providers also need to focus on the viability of the implemented solutions from the survivor's lens. The study has identified gaps in the designed solutions and finds that the livelihood solutions offered today are removed from the current market

demand, and the reintegration solutions often fail to reflect survivor's voices and needs. The organisations, on average, follow a top-down approach of delivering service with a keen focus on their specific areas of intervention, rather than having a more bottom-up approach that represents survivor voices and meets their contextualised realities. Very few organisations

in the sample focused on building survivor-led models. There is an overall tendency to treat survivors as "victims" among AHT implementation organisations. The EUM analysis supports this finding, it shows that the leaders in AHT organisation unknowingly tend to undermine the "agency" of the survivor and find it easier to sympathise with the survivor rather than empathising. There is a need for organisations to change their approach from being a service-provider to that of being a facilitator for survivors.

Similarly, while rehabilitation and care facilities are available for survivors, the magnitude of their impact is not as intended due to the nature of services/support provided. During the FGDs with survivors, most of them reported the need for holistic reintegration interventions and pressed on the need for viable livelihood opportunities. Given that the livelihood interventions are often not economically viable, the implementing organisations need to move beyond traditional skilling options such as

tailoring, towards skill development programmes that focus on employable and sustainable skills. The interventions today seem to lose the bigger picture, this is often due to nature of funding available, and as discussed in Section 3.3, a larger distrust in systems—engagement with these systems may enable holistic reintegration by strengthening the facilitation services across the survivor lifecycle. Hence, implementation organisations are unable to ensure an end to end reintegration of the survivor. There lies a need for greater focus on providing adequate support facilities and, further, designing thoughtful reintegration strategies that involve engagement of survivors with certified mental health professionals. Similarly, there is a need to re-emphasise the criticality of rehabilitation and reintegration interventions as key outcomes within each activity in the 2P4R consortium of AHT solutions. Some of the key solutions for implementing organisation, government bodies and players from the corporate sector for enabling holistic reintegration of the survivors are highlighted in the table below:

| SOLUTION ARCHETYPE	SOLUTIONS	STAKEHOLDERS	
		LEAD	SUPPORT
Ensure holistic reintegration of survivors	Deploy a community-based approach to understand the skilling needs of community members and conduct market-research to look at the available jobs. Based on this supply-demand synthesis organisations should offer skill training modules that are relevant to the community and can provide sustained livelihood opportunities.	Implementing organisations	Corporates
	Ensure holistic care during the rehabilitation stage. The care and attention of the rescued persons should include: • Basic needs such as clothing and healthy food. • Medical attention with certified full-time/ part-time doctors • Mental health diagnosis, counselling, de-traumatisation through certified experienced psychologists	Implementing organisations	Funders
	Centralised tracking/ monitoring system for tracing progress of children/adult survivors post reintegration to prevent re-trafficking. It should entail: • Continuous update of progress of survivors mentally, socially, and economically by field staff post home visits/ telephonic interviews • Self-monitoring questionnaires, wherein the survivors monitor their own progress	Implementing organisations	Law enforcement agencies like police, AHTUs
	Incorporate feedback mechanisms, wherein survivors provide feedback to the implementing organisations on support received from government officers and access to government schemes	Implementing organisations	Law enforcement agencies like police, AHTUs

High need   Medium need   Low need   Table 14: Solutions to ensure holistic reintegration of survivors

4.2. WAY FORWARD

Based on the analysis across the landscape of AHT solutions, this report has identified some of the questions that are essential to answer while designing holistic AHT solutions. Since the report makes recommendations to improve collaboration and partnerships between solution providers, these questions are designed to be participatory, to best develop co-created solutions on the long list of identified gaps that currently impede synergies in the space.

1. Today, grassroot implementation organisations are working in silos with no facilitating platform for information sharing and networking between organisations. What can be done to bring these networks of smaller organisations together? How can funders ensure better inter and intrastate collaboration between implementing organisations? How can implementing organisations engage independently to organically strengthen the ATH space?

2. Why is victim compensation barely implemented despite the victim compensation corpus remaining unutilised? What can be done to better implement victim compensation? Can these unutilised funds be used for building capacity of policemen and the AHTUs?

3. As discussed earlier in Section 2.3.5, Sattva's primary research finds that due to unavailability of rehabilitation homes, organisations often adopt community-based rehabilitation models which have more than often not been successful in preventing re-trafficking of the survivors. Can transit-based rehabilitation models be explored to ensure the safety of survivors while the organisation works with the survivor's family and community on counselling them and preparing for the survivor's move to the community? How can funders in the ecosystem support organisations to implement such models that ensure successful rehabilitation and reintegration of the survivor to and reduces the risk of re-trafficking?

4. Organisations often end up designing livelihood solutions that are not market relevant, resulting in high opportunity cost of exiting sexwork for the survivors. What can be done to make these solutions market relevant? How can the skill development sector be involved in the solutions to the AHT systems? How can schemes for livelihood promotion and skill development be designed and converged to prevent HT?

5. While it is difficult for organisations to determine the prevalence of trafficking and re-trafficking due to its clandestine nature, there is no government agency/body which has been tasked with collecting this data in a centralised manner. How can implementation organisations create a common data pool that can be accessed by all stakeholders? Similarly, how can AHT influencers facilitate dialogue in the sector? What can they do to ensure information sharing? What are the best practices on HT data-sharing among implementation organisations?
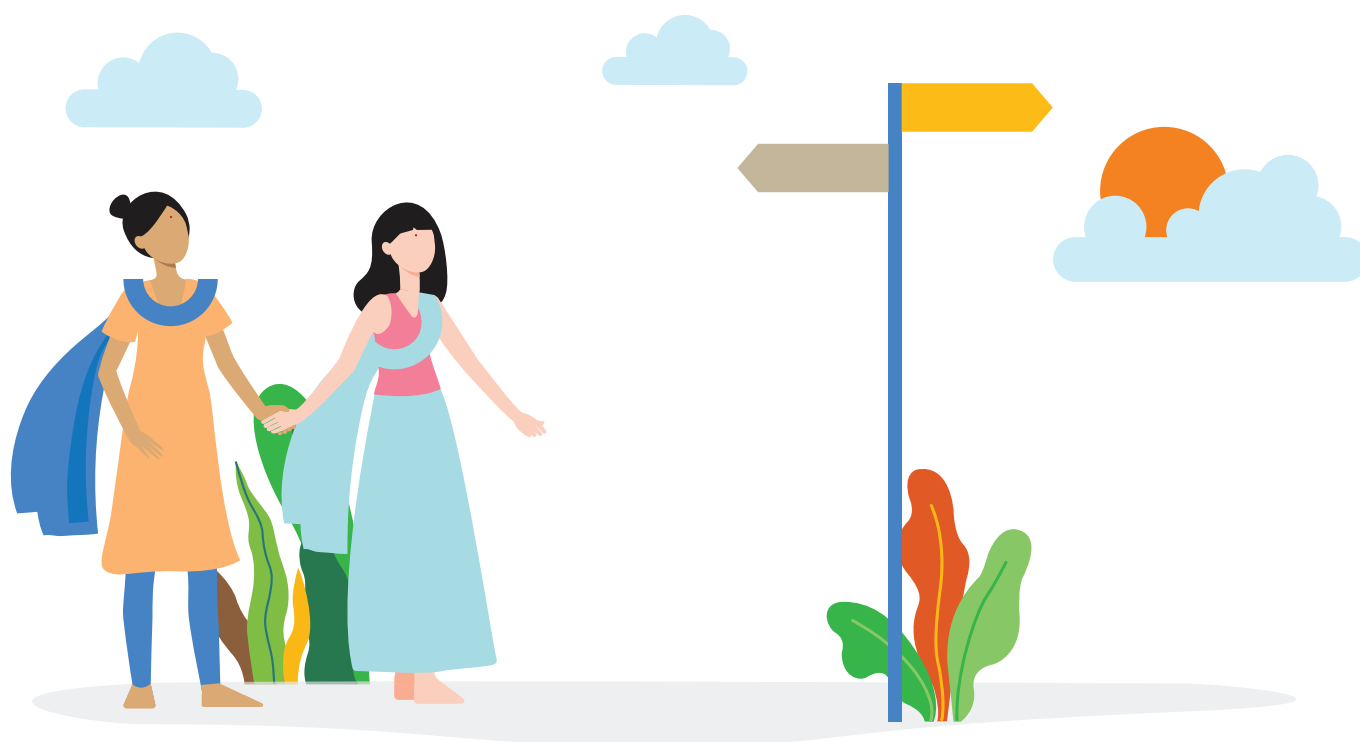
ANNEXURE

Shortlisting process

During early 2019, 84 organisations across 19 states of India applied Expression of Interest (EOI) to Kamonohashi Project. Sattva shortlisted 59 organisations across 16 states out of these 84 organisations based on the shortlisting process explained below. The shortlisting process consisted of 3 phases:

PHASE 1 - EXCLUSION PHASE WAS UNDERTAKEN IN 3 STEPS:

STEP 1:

Sattva excluded grant making organisations as the landscape study is aimed at studying the solutions of AHT implementing organisations in India.

STEP 2:

The implementing organisations were categorised into one of the following basis their level of focus on Human Trafficking:
- Has a sole focus on combating Human Trafficking
- Has a sole focus on human rights and also working on Human Trafficking as one of the focus areas
- Working on Human Trafficking as one of the focus areas at programmatic level
- Not working on Human Trafficking at all

STEP 3:

Organisations who are not working on combating HT were excluded in this phase.

PHASE 2 - SCORING PHASE WAS UNDERTAKEN IN 3 STEPS:

STEP 1:

A score (0-1) was assigned to organisations basis their level of focus on Human Trafficking:
- Sole focus on Human Trafficking- Score 1
- Sole focus on rights-based approach and also working on Human Trafficking as one of the focus areas (R)- Score 0.6
- Working on Human Trafficking as one of the focus areas at programmatic level (P)- Score 0.3
- Not working on Human Trafficking as one of the focus areas, even at programmatic level (N)- Score 0

STEP 2:

A score (0-1) was assigned to organisations basis their work on research and advocacy:
- Evidence of research and advocacy efforts- Score 1
- No evidence of research and advocacy efforts- Score 0

STEP 3:

A score (0-1) was assigned to organisations basis their partnerships/ collaboration evidences:
- Evidence of partnerships/ collaboration- Score 1
- No evidence of partnerships/ collaboration- Score 0

PHASE 3 - SELECTION PHASE:

STEP 1:

An average of scores assigned in step 1,2 and 3 of phase 2 led to a composite score for each organisation in the range 0-1.

STEP 2:

Organisations that scored 0.7 or above were selected.

Research tools

Questionnaire for qualitative interviews with leaders, middle managers and field staff of 59 organisations

INDICATOR	AREAS OF ENQUIRY	QUESTION
Background of organisation	Age	1a. How old is your organisation?
	Registration & licence	1b. Form of registration and legal status
		1c. Do you have an FCRA?
	Works on trafficking and its forms	1d. Does the organisation work on HT?
		1e. If yes, does the organisation work on HT directly or indirectly?
		1f. What forms of Human Trafficking does the organisation work on?
		1g. What are the areas in labour trafficking that the organisation works in?
		1h. What are the corridors of human trafficking that the organisation works in? What forms of trafficking do you deal with at source and destination?
	Organisation vision and mission	1i. When and how did you organisation start? What is the mission and vision of the organisation?
		1j. Are there any specific goals to HT that the organisation is planning to achieve?
		1k. How do you assess the impact/success of these goals?
		1l. What do you see your organisation doing in the space of HT in the next few years?
Communities and work areas	Social groups	2a. What are the target groups that you work with?
		2b. What are the target group of survivors you work with?
	Gender	2c. What is the gender of TG you work with?
	Age-group	2d. What age-groups do you work with?
	Location of TG	2e. What are the geographies of TG you work with?
HT perspective, Org strategy for HT and HT focus	Understanding and school of thought of HT	3a. How would you define HT? What are your thoughts on HT in your geographical area?
		3b. What do you think is the main cause of HT?
	Migration as a cause for HT	3c. How does migration (in and out) influence/impact your work? Do you think migration is a major cause for HT in this area? If yes, from where and to where does the migration take place? What kind of work do the migrants usually move for?
	Theory of change	3e. For the areas you mentioned you work in, what do you think would be required to solve for those specific problem of human trafficking? what would be required from others and what would be required from your organisation specifically?

HT perspective, Org strategy for HT and HT focus	Partnerships	3f. What are the official MOUs and partnerships that you have in the light of your work in HT?
	Government partnerships	3g. Can you please share names of govt orgs/departments you are working in partnership with?
		3h. In the light of the strategy, what are the governmental and non-governmental institutions you work with and how do you work with these institutions at block, district, state and national level?
Survivors context	Survivors context	4a. How do you track survivors?
		4b. What is the socio-cultural context of the survivors? How does this play out in the HT life cycle?
		4c. In your organisation's experience what kind of challenges does the survivor face post trafficking? and how do you support them with these?
		4d. In what all ways does the work of the organisation impact the survivor?
		4e. How would you define rehabilitation of survivors? Why do you think it is important?
	Reintegration of survivors	4f. What vision does the organisation have for their survivors?
		4g. What according to you are the important factors that help victims survive HT? Have you witnessed instances of survivors falling back in to the cycle of victimhood? How does rehabilitation take place for them?
Policy and Legal ecosystem	Policies on HT	5a. How important do you think is HT for the govt? What are some of key initiatives govt has taken? Where do you think are the gaps?
		5b. What are some of the government policies that your organisation is working with in the space of HT? How is your organisation engaging on policies and with policymakers?
	Advocacy	5c. How does your organisation advocate for HT issues at a local, district, state and national level?
	Legal	5d. Does your organisation provide legal aid to survivors of human trafficking? If yes, what is the nature of legal services provided? Do you provide legal aid for survivors to challenge faulty investigations (protest petition?) Have the organisation ever assisted any survivor to challenge acquittals? Has any survivor ever filed for writ petitions or PILs? Has your organisation ever filed writ petitions or PILs on behalf of survivors? Do lawyers help victims to file for victim compensation? Does your organisation facilitate survivors to access legal aid from DLSA? In your experience, how effective is the DLSA in providing legal services? Have you ever conducted any assessment of DLSA performance in providing legal aid to survivors of human trafficking? (If yes/ no, details) What according to you is the biggest challenge while providing legal recourse to the survivors?
		5e. How does your organisation look at prosecution and court cases? What are the core challenges in prosecution?
Impact	Impact measurement	6a. Have there been any third party/independent assessments of the work done by the org?
	Reported impact internally	6b. What has been the impact of the work done by the organisation, as reported by the org?
	Impact reported by external TPA	6c. What has been the impact of the work done by the organisation, as reported by TPAs?
	Reporting format for funders	6d. How and how often does the organisation report about progress to its funders?

|		
Ecosystem involvement	Ecosystem involvement	7a. Apart from working with survivors, how else do you work on HT? How do you engage at local level, district level, state/national level? Have you done any data creation, research or other knowledge work at an ecosystem level? Can you list them and how they have helped further the HT work?
		7b. Is your organisation a part of any national/state level committee on HT? If yes, which one? What role does the organisation play?
		7c. How do you engage with the police?
		7d. How do you engage with the DLSAs?
		7e. How do you engage with the child protection related units?
		7f. How do you engage with the local administrative units - Panchayats?
		7g. Do you engage with industries and brands? How do you engage with them and what have been the results of this engagement?
Leadership and governance	Organisation structure	8a. Can you tell me a little about your organisation structure? How many people are there, who founded it, and who runs different parts of it?
		What is the structure of executive leadership, mid-management and ground staff? Who reports to whom?
		8b. What kind of teams (verticals) do you have in your organisation to work on HT? who leads these verticals? How many people in each vertical? What are the various functions of these verticals? Who reports to you?
	Board members	8c. How many board members does the organisation have? Are any of the board members well versed with the space of HT?
		8d. What is the nature of engagement with the board? How often do you meet with them?
	Advisors	8e. Sometimes organisations find it useful to have advisors in the areas they work in, do you find having advisors to organisation as useful? Do you have any advisors? Who are your advisors?
Credibility, transparency	Annual reports filed	9a. Does the organisation publish annual reports? If yes, is it done internally by the team or through third party agencies?
	FCRA status and renewals	9b. What is the current status of the FCRA? Is it renewed every year?
	Credibility	9c. Is the organisation listed or vetted by an credibility platforms?
		9d. Does the organisation have any partnerships with govt at national/state levels? Do you have any CSR partnerships?
	Presence of website and published reports	9e. Does the organisation have a working website? How frequently do they update the website? Are the annual reports published on the website?
	Awards and recognitions	9f. What are some of the recent awards/recognitions the organisation has got, if any?
People	Abilities/ background	10a. What is the educational background of people you hire? What is their past working experience? Why do you think they join your organisation?
	Challenges in talent acquisition	10b. Do you find it challenging to find employees for your organisation given that HT is a sensitive issue? Could you tell us about the hiring process you follow? What are the challenges in hiring and retaining people, especially in this space and areas of HT?

People	Succession fits in leadership.	10c. In your opinion, what does it take to be a good/ effective organisational leader in the social sector? What kind of a person makes a good leader in a human rights organisation? What are some of the skills and capacities a leader requires to work in the anti trafficking sector? Do you think staff part of a HT organisations have these qualities? In your organisation, who are those who are second in command, and how did they get associated with the organisation? Do you have a succession plan? Have you discussed it?
	Selection (and management) of frontline staff	10d. How do you hire the frontline staff? Who manages the field staff? How do you ensure that the field staff are aligned to your mission, vision, values and your nature of work?
	Survivors in the org	10e. Are there any survivors who have started working with the organisation? If yes, in what capacity have they started working with the organisation and where have they moved to?
	Capacity enhancement	10f. Does the organisation invest in building capacity of their team members? If yes, what are some of the formal and informal ways by which organisation build capacity of its employees?
	Training for field staff	10g. What kind of trainings are given to frontline staff? Are they trained on how to engage with survivors?
	Outcome of training	10h. What are the outcomes of these trainings?
Funding	Financial position	11a. Do you feel your organisation is financially secure today? If no, what are some measure you are taking for it secure? If yes, what do you think has made it financially secure?
	Budget	11b. What is the annual budget for HT interventions? What is the budget for this year?
	Fundraising strategies	11c. What are the funding strategies for HT work they do? What are the major sources of funding? What are funders willing to pay for, and what are they not?
	Funders	11d. Who are top funders currently? What is the time duration of funding?
		11e. What do you need funding for in the light of your future strategy and growth? Apart from funding, what other areas of support are provided by the funders?
Challenges	Failure stories	12a. Can you please share some models/attempts that have not been successful? What were the rationale for adoption and the reason for its failure according to you? What could have been done differently?
		12b. How does the organisation learn from failure?
	Organisation level	12c. What is the challenges organisation faces internally? (Funding, capacity, technology, people etc.)
	Ecosystem level	12d. What are the challenges at survivors, policy, service providers, funders level?

QUESTIONNAIRE FOR FGDS WITH HT SURVIVORS

AREAS OF INQUIRY	PROBE AREAS	QUESTIONS
Support from the organisation	Types of social, economic and legal support provided	1. How did you learn about the support/ services provided by the organisation? 2. What kind of support are you receiving from the organisation? (P4R framework?)
Success factors	Transformation stories, aspects of services that worked	3. Kindly paint a picture of daily life post/ while receiving the support from the organisation.
	Impact on the socio-economic status of survivors	4. How has the support provided by the organisation affected your social status? 5. How has the support provided by the organisation affected your economic status?
Impact of interventions	Impact on the psycho-social status of survivors	6. What are your future aspirations? 7. Have your aspirations changed after receiving support and if yes, how? 8. In what ways does the organisation support you in fulfilling your aspirations?
Experience	Feedback on the organisation	9. How beneficial has been the support provided to you by the organisation? 10. How has been your experience interacting with the organisation team? 11. In the absence of the organisation's help, what would you have done?
Gaps and Needs	Access barriers, unattended needs, inadequate support, areas of future support	12. What barriers/challenges do you face when accessing services? 13. Are you receiving comprehensive, seamless support? If yes, in what ways? If no, then why? 14. Has the organisation support been enough to meet your social and economic needs? What are some existing unmet needs/areas for future support? 15. In what ways has the organisation tailored their support according to your needs?
Support from the local community	Local community's capacities to adequately provide assistance and support to victims and provide appropriate preventive action.	16. What kind of assistance/ support do you receive from the local community (Panchayat, police officers, AHTs etc)? 17. Has it been beneficial? If yes, in what ways? If no, then why?
Involvement in the organisation	Opportunities to the survivors to work in the area of HT	18. Have you wanted to involve yourself in solving for HT? 19. If yes, what avenues has the organisation provided you for the same?

QUESTIONNAIRE FOR QUALITATIVE INTERVIEWS WITH ECOSYSTEM STAKEHOLDERS

AREAS OF INQUIRY	PROBE AREAS	QUESTIONS
Understanding of HT - context and root causes	Awareness about migration in the area	1. How big is migration amongst people (men, women, adolescents, children) in the state/ area/ community? 2. What are the trends and processes in migration? 3. What are the vulnerabilities in migration? 4. How significant is human trafficking in the community?
	Awareness about HT in the area	5. Have you ever heard of the word 'human trafficking'? (Yes/ No) 6. Have you witnessed cases of HT is your area? 7. What is your viewpoint about the occurrences of human trafficking in this area? 8. What are the vulnerable factors that lead to trafficking in the area?
Local HT response ecosystem existence and preparedness	Stakeholder's roles and responsibilities	9. Who are the key stakeholders in the government's HT response machinery? 10. How effective are they at fulfilling their responsibilities? 11. What other types of stakeholders or forms of ecosystem support are required to effectively tackle HT in your area?
Organisation-specific questions	Strengths of the organisation	12. What according to you are the strengths of the organisation in HT space?
	Recommendations for the organisation	13. Do you have any recommendations for the organisation?
	Similar interventions	14. Any other similar organisations you engage with to tackle HT in the area? How are they different from this organisation?
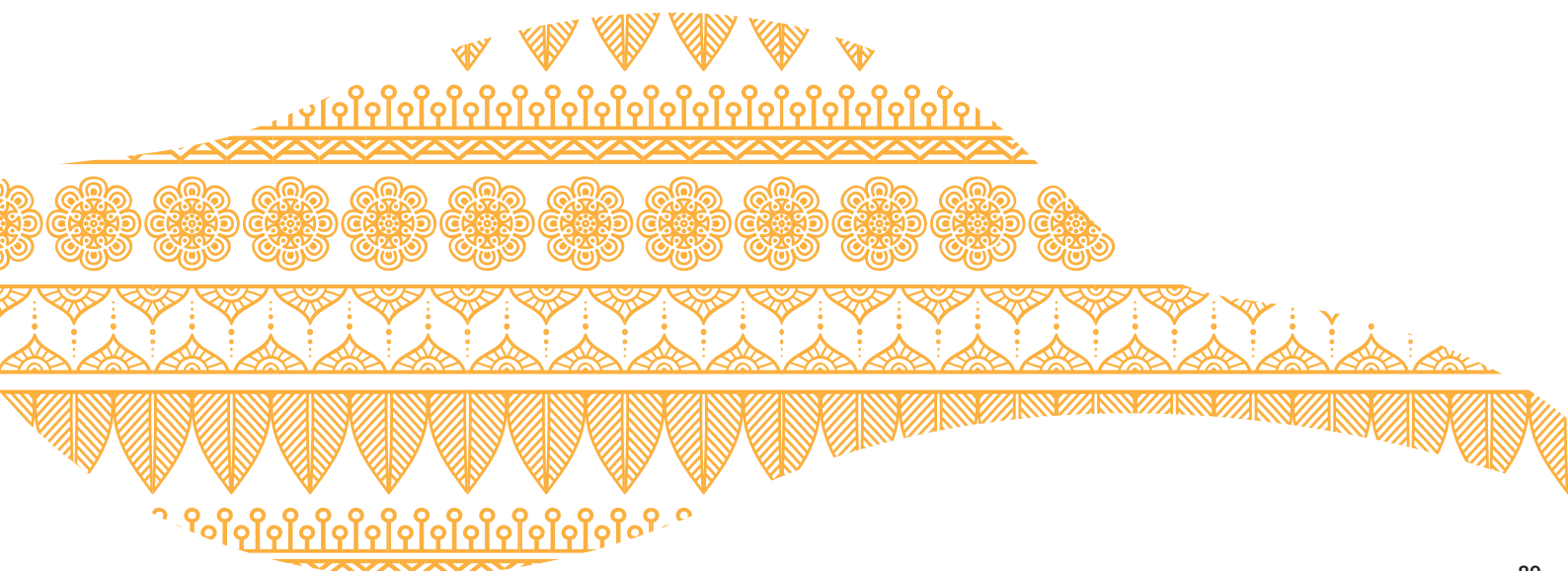
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a. Assessment of Sex Trafficking in India
• Dasra undertook preliminary mapping based on secondary research, discussions with development experts, non-profit organisations, government, beneficiaries of non-profits programmes
• Mapped non-profit organisations' interventions in West Bengal and Maharashtra

• From a list of over 80 non-profit organisations, Dasra shortlisted 11 delivering relevant programmes in the two states
b. Site Visits to Non-Profit Organisations
• Met with organisation heads to understand history, evolution of programmes and scaling plans
• Interviewed middle management to understand programmes and impact
• Conducted field visits to interact with field staff and communities, and witness on-ground impact
c. Analysis of Non-Profit Programmes
• Analysed strengths and weaknesses of programmes
• Identified gaps and opportunities for funding
• Ascertained strength of management and organisation structure
• Facilitated a peerlearning workshop for 18 non-profits from Maharashtra and West Bengal Dasra shortlisted 11 of 25 non-profits visited based on their impact and scalability
    d. Summary and Conclusions
• Evaluated organisations based on key criteria
• Synthesised analysis and derived conclusions
Developed recommendations for investment

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The Global Estimates were comprised of two sub-estimates: an estimate of forced labour and an estimate of forced marriage. The sub-estimate of forced labour was then further broken down into three categories: forced labour in the private economy, forced sexual exploitation, and state-imposed forced labour. As no single source provides data that are suitable for the measurement of all forms of modern slavery, a combined methodological approach was adopted for the Global Estimates of Modern Slavery, drawing on three sources of data to calculate the sub-estimates:
•   The central element of the methodology is the use of 54 specially designed, national probabilistic surveys involving interviews with more than 71,000 respondents across 48 countries. The estimates of forced labour in the private economy (excluding the sex industry) and forced marriage were derived from these surveys. Only cases of modern slavery that occurred between 2012 and 2016 were included in these estimates, and all situations of forced labour were counted in the country where the exploitation took place. In the five-year reference period for the estimates, while surveys were conducted in 48 countries, men, women, and children were reported to have been exploited in 79 countries.
•   Administrative data from IOM's databases of assisted victims of trafficking were used in combination with the 54 datasets to estimate forced sexual exploitation and forced labour of children, as well as the duration of forced labour exploitation. This involved calculating the ratio of adults to children, and also of "sexual exploitation" cases to "labour" cases in the IOM dataset, which contained information on 30,000 victims of trafficking around the world who had received assistance from the agency. These ratios were then applied to the estimates taken from the survey data on forced labour of adults to arrive at an estimate of the number of children in forced labour and another estimate of "sexual exploitation."
•   As the surveys focused on the non-institutionalised population, meaning that people in prisons, labour camps or military facilities, and other institutional settings are not sampled, the surveys are not suitable for estimating state-imposed forced labour. Instead, the estimate of state-imposed forced labour was derived from validated secondary sources and a systematic review of comments from the ILO Committee of Experts on the Application of Conventions and Recommendations relating to state-imposed forced labour. Each sub-estimate was initially calculated as a flow estimate;

that is, the total number of persons who were victims of modern slavery during a specified period of time between 2012 and 2016. The flow estimate was then converted into a stock estimate; that is, the average number of persons in modern slavery at a given point in time during the 2012 to 2016 reference period. The stock estimate is calculated by multiplying the total flow by the average duration (the amount of time in which people were trapped in forced labour) of a spell of modern slavery. The average duration of modern slavery was determined from the database of the IOM, containing records of assisted victims of trafficking who were registered during or after 2012.

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The study followed a 6 step approach. 1. Secondary Data Analysis- This included reviewing materials, academic and NGO data and other data sources from press literatures. 2. Interviews- This involved interviewing community leaders by phone. 3. Surveys- A survey was mailed to 42 service providers across United States. This was followed by a survey that was administered with 198 participants in international conference of human trafficking practitioners. 4. Data Analysis- The main themes in the interviews were analysed and used to build survey questions. Re-turned surveys were entered in SPSS and analysed based on gender, age and category of service. 5. Service Mapping/Gap Analysis- Results of the survey and interviews were compared to guide identification of gaps in existing service models used to serve victims of trafficking 6. Best model for best practice- A theoretical practice model was developed based on results of this study. https://www.researchgate.net/publication/318739333_Needs_assessment_for_developing_a_multidisciplinary_model_for_trafficking_prevention_and_rehabilitation_of_survivors.pdf/10.1080/23322705.2020.1690138?needAccess=true,.

Kamonohashi Project

Kamonohashi Project is a Japanese philanthropic organiSation founded in 2002 with an aim to put an end to the issue of human trafficking for commercial sexual exploitation and slavery. In India, it has been supporting organisations and survivors of human trafficking since 2012 with a focus on leadership growth and help strengthening systemic accountability for survivors to access justice. Kamo relies on shared strategies based on the evidence backed up by data from the ground, and works in collaboration with other stakeholders in the ecosystem to tackle the issue of human trafficking.

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Sattva is a social impact strategy consulting and implementation firm. Sattva works closely at the intersection of business and impact, with multiple stakeholders including non-profits, social enterprises, corporations and the social investing ecosystem.

Sattva works on the ground in India, Africa and South Asia and engages with leading organisations across the globe through services in strategic advisory, realising operational outcomes, CSR, knowledge, assessments, and co-creation of sustainable models. Sattva works to realise inclusive development goals across themes in emerging markets including education, skill development and livelihoods, healthcare and sanitation, digital and financial inclusion, energy access and environment, among others. Sattva has offices in Bangalore, Mumbai and Delhi.

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The Existential Universe Mapper (EUM©) framework authored by Ashok Malhotra traces its origin to a research conducted in the early '70s on 'Work Values of Indian Managers'. This research was conducted through a questionnaire designed by Scott and Susan Myers, based on Clare Graves' work on 'Levels of Existence'. While the research threw up significant insights into patterns of the Indian managers' psyche, it also exposed the limitations of the instrument and the underlying framework. In the late 1990s, Ashok Malhotra picked up the threads of his work on Graves and articulated the Existential Universe Mapper framework, which has similarities with Graves's theory but with significant departures. Soon after, he designed the EUM-I and EUM-O to map the individual and the organisation respectively. These tools have been in use for close to two decades now and address a variety of needs at the individual and collective levels.

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