From Slavery to Freedom

Three-Year Field Test of the Free the Slaves Community Model

FREE THE SLAVES™
COMMUNITY LIBERATION INITIATIVE

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Table of Contents

Findings at a Glance 4
Introduction 6
Overview of report 6
Intended audience for report 6
Intended uses of report 6
FTS Background and Program Description 8
Evaluation Background 11
Evaluation Methodology and Limitations 13
Implementation – How was the model implemented in practice? 17
Partner Capacity – How has partner capacity been strengthened? 19
Effectiveness – What happened as a result of the work? 22
Efficiency – How were financial and other resources used? 26
Impact 30
Key Question – Does the Community-Based Model Reduce Slavery and Increase Community Resistance? 34
Lessons Learned and Recommendations 36
Works Cited 39
Appendices 40

Findings at a Glance

From 2014 to 2016, Free the Slaves (FTS) worked on 19 projects in six different countries, namely Brazil, the Democratic Republic of Congo, Ghana, Haiti, India, and Nepal. Despite the varying contextual factors, FTS and its partners implemented most aspects of the Community-Based Abolition Model to combat the different types of slavery found in the countries. The anti-slavery programs of FTS were implemented with and through local NGO partners. FTS' NGO partners implemented anti-slavery programs in 2,169 separate communities from 2014 to 2016. The bulk of the communities reached (77%) were in India, while the remaining communities were distributed unevenly across the five other countries. The size of these communities ranged enormously from a low of 20 people to the tens of thousands, although more than half of communities (52%) had fewer than 250 people.

Between 2014 and 2016, 4,494 people were freed from slavery. Each year, an average of 322,000 people were reached with awareness raising and rights and risks education and 4,200 slaves or slavery survivors received services from FTS and its NGO partners. Over the three-year period, close to 300 traffickers and slaveholders were arrested.

External evaluations of FTS interventions showed that that communities where the FTS community-based model had been implemented demonstrated increased community resistance to slavery, fewer people in debt bondage and slavery, improved socioeconomic status, more access to health services, higher incomes and employment, more training and apprenticeship opportunities, and greater support for survivor reintegration. The strongest findings from the external evaluations of FTS targeted communities were much greater awareness of modern slavery and local rights and risks, stronger desires to keep children out of hazardous labor conditions and in schools, and more actions taken against trafficking and slavery situations.

Partners implemented the Community Maturity Tool (CMT) – a participatory assessment of community resistance to slavery developed by FTS - with 461 communities. 162 (35%) of those communities reached the "maturity" threshold (indicating high resistance to slavery), while a further 75 (16%) communities were classified as "maturing" based on the magnitude of the positive change seen between CMT scores.

The impact of FTS' support to partners on partners' capacity to implement this model was measured using the Organizational Capacity Assessment Tool (OCAT), which showed positive increases in scores for 10 of FTS' 14 partners over the three-year period.

The amounts budgeted for FTS country programs were $2.3 million, $2.2 million and $1.9 million for 2014, 2015 and 2016, respectively. Actual expenditures for the three years were $1.9 million, $1.8 million and $1.6 million, respectively. In general, the country programs spent only about 79-85% of their allocated budget. This is mostly because the actual amount spent on operating costs was far below budgeted operating costs in all countries, except Ghana. In contrast, the actual amount spent on sub-grants closely matched budgeted sub-grant expenditures in all countries, except Ghana and Haiti. The expenditures per community varied widely from $945/community in India to $16,466/community in DRC. These variances may be attributable to both contextual factors and the differing population sizes of communities (ranging from an average of 343 people per community in India to 6,882 people per community in DRC). The average country program expenditures per person varied from $2.30 in DRC to $8.78 in Nepal, with the exception of Haiti, which had a per person cost of $47.50.

Introduction

The focus of Free the Slaves (FTS) over the 2014-2016 period was assessing the implementation and impact of the Community Based Abolition Model. The model was formalized in 2013, indicators were created and tools developed to monitor the 19 projects in six countries (Brazil, Democratic Republic of Congo, Ghana, Haiti, India, and Nepal). The main purpose of the evaluation is to determine whether FTS changed the state of slavery in the targeted communities. This report describes accomplishments, achievements and challenges of FTS and our grassroots partners in implementing a comprehensive, holistic approach to ending modern slavery and human trafficking.

Overview of report

This report describes the results of the 2014-2016 Evaluation. The intention of this evaluation is to look at the whole program across multiple countries, timeframes and contextual factors. It begins with a brief review of the Community-Based Abolition Model and FTS programs between 2014 and 2016. This is followed by a short explanation of the evaluation methodology and limitations. The results of the evaluation are organized by the Key Questions that framed the evaluation, with a final chapter that summarizes the information. The report includes recommendations, lessons learned and a description of the steps ahead regarding the Community Liberation Initiative. The report focuses on those results most helpful for assessing whether the model was having an impact.

Intended audience for report

The main audiences for this report are the staff and Board of FTS. This report provides information that can help FTS refine the community-based approach and understand the achievements and challenges in a comprehensive manner. This report will be shared with key stakeholders in the countries in which FTS implemented programs, including the NGO partners, government officials, community groups, and survivor associations. Donors who supported this work will also be interested in understanding the results of their investments. We also hope that the findings will be of interest and utility to the broader anti-slavery movement.

Intended uses of report

Over the past three years, FTS has moved to develop a long-term vision, now called the Community Liberation Initiative (CLI). This Initiative has the goal of liberating 25,000

communities with 100 partners in 10 countries – in other words, scaling up the Community Based Abolition Model that was the focus of the 2014-2016 period. An intended use of this report is to inform the CLI, both for scaling up the model and demonstrating the sustainability of FTS' community-based approach to ending slavery.

FTS Background and Program Description

Mission and Vision of FTS

Mission: Liberating slaves and changing the conditions that allow slavery to persist

Slavery is the result of vulnerability. It flourishes where people cannot meet their basic needs and lack economic opportunity, education, health care, and honest government. FTS' strategy is to reduce people's vulnerability, help those in slavery to freedom, and transform the political, economic, cultural, and social circumstances that make slavery possible.

Vision: A community-based model for freedom

FTS helps communities chart their own path toward sustainable freedom based on their unique needs and circumstances. FTS strengthens the capacity of grassroots organizations, government agencies, advocacy coalitions, and the media to take action. FTS supports vulnerable communities through education and mobilization; increasing access to essential services (health, education, credit) that improve household socio-economic security; and, enhancing the rule of law. FTS helps liberate those in slavery and secure the help needed to live in freedom and dignity.

Brief History and Scale

FTS was founded in 2000, and is today widely regarded as a leader and pioneer in the modern anti-slavery movement. Since 2000, the organization has led groundbreaking research, initiated successful advocacy to strengthen anti-slavery laws and rid slavery from manufacturing supply chains and business practices, created award-winning documentaries and books to spread awareness, and spearheaded innovative field programs that free slaves and build community resistance to slavery.

The FTS approach is a comprehensive intervention that involved 19 projects in 6 countries between 2014-2016, varied types of activities, and diverse contextual factors. The scale of the intervention involved over 2,100 communities, 4,500 slaves freed, and about 320,000 people per year who received rights and risks and awareness education. The types of slavery included debt bondage, forced labor, sex trafficking, child domestic servitude and forced marriage. Free the Slaves operated with an approximately US$3 million dollar annual budget

and about 25 staff. Funding came from government and foundation grants and from individual donors.

Partner organizations and other stakeholders

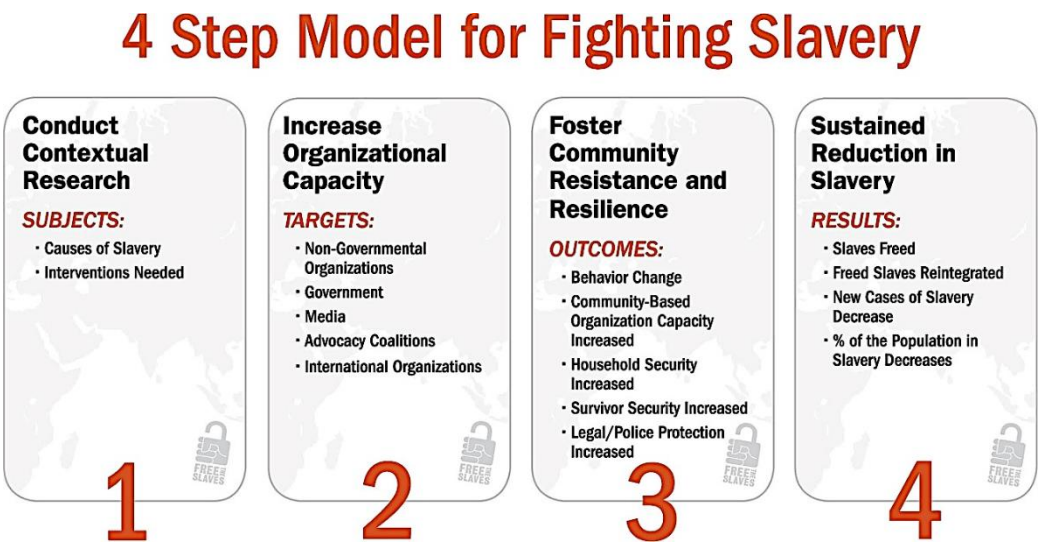
FTS worked with grassroots partner organizations and many other stakeholders, including donors and funding agencies, international organizations such as the ILO and UNICEF, governmental agencies, researchers, media, and other NGOs and CSOs working to combat trafficking around the world. The table in appendix A lists FTS' local grassroots partners in Brazil, DRC, Ghana, Haiti, India, and Nepal between 2014-2016.

Community-Based Model

The Community-Based Abolition Model was formalized in 2013. Articulation of the model, along with definitions of the different "nodes" and indicators for monitoring activities and results, involved consultation with FTS staff, board members, and partners. Since 2014, partner organizations gathered data and submitted quarterly reports documenting their accomplishments in terms of indicators supporting this model, as well as progress and challenges. A visual representation of the causal model can be found in appendix B.

FTS' Theory of Change for ending slavery is depicted in Figure 1:

Figure 1:



Contextual Research: Free the Slaves always undertakes contextual research to understand the magnitude and dynamics of slavery in the areas selected for support. This helps us identify the specific vulnerabilities and pathways that lead to slavery. Programs can then be adapted to meet local needs.

Capacity Building: Strengthening the capacity of local organizations and agencies to fight slavery is essential to achieving sustainable solutions. Free the Slaves therefore provides training, technical assistance, management development and grants to local organizations.

Fostering Community Resistance and Resilience: The purpose of capacity building is to enhance the ability of at-risk communities to resist slavery. We develop work plans in concert with the local partners benefiting from our assistance. The goal of these plans is to reduce community vulnerabilities leading to slavery.

Sustained Reduction in Slavery: Community resistance and resilience should lead to long-term reductions in slavery.

Evaluation Background

FTS supports innovation and diverse approaches to addressing problems of freeing people from slavery and building communities that are less vulnerable to exploitation. This evaluation was conducted to understand whether and how the community-based model is making a difference in reducing slavery and increasing community resistance and resilience.

Purpose and Intended Use

The results of this evaluation will guide future planning such as confirming or modifying the theory of change, adapting the program to different contexts, scaling up through the Community Liberation Initiative, making resource allocation decisions, and supporting public sector reform. The primary users of the evaluation are Free the Slaves staff and Board members. Additional users include the partner organizations, funders and the broader human rights community.

Scope of Evaluation

In 2015, an evaluation plan was developed with an approach and a design to address the complex implementation of the community-based model in different countries, over different periods of time, and with different targets for the anti-slavery interventions.

Moving forward, the lessons learned from this evaluation, including revisions to the community-based model (now called the Community Liberation Model), and revised indicators and tools, will be used for evaluation of the 2018-2020 period.

Responsiveness to culture and context

Training on M&E and quarterly reporting involves extensive review and adaptation to local context. FTS worked in six countries and addressed different slavery conditions and very different contexts. All FTS monitoring and evaluation tools are available in English and French with the addition of some tools available in Hindi and Creole.

Monitoring by Partners

Since January 2014, all FTS partners submit quarterly reports showing their results for key output and outcome indicators. FTS uses several data collection tools across its six country programs, and these can be found in appendix C.

Evaluation Team

This evaluation was led by the internal FTS evaluation team. Sujata Bijou was the Director of Monitoring and Evaluation from 2013-2015. She led the process of defining indicators and developing tools and reporting processes. Alex Woods was the M&E Officer through June 2015 and supported partners and country staff through training in the M&E system. Karen Snyder, PhD MPH, was the Director of Monitoring, Learning, and Evaluation (MLE) from 2015-2017, and led this evaluation, including drafting the main report. Lisa O'Reilly was the MLE Officer from 2015-2017 and developed the databases that were used for the analyses. Kavi Ramburn, the current MLE Manager, joined FTS in June 2017 and supported the evaluation with various analyses, research, and writing, and finalized the evaluation report.

External evaluators and student interns, including capstone and other graduate students, helped build and populate the databases and conducted some of the analyses. Partner organizations provided quarterly reporting on Free the Slaves indicators. FTS programs staff were also deeply involved supporting data collection and reporting.

Evaluation Data

There were four main sources of data for the evaluation. The vast majority of the analyses came from partner-collected data, including the quarterly monitoring reports that were completed between 2014 and 2016. Secondly, several program evaluations of specific FTS interventions were conducted by internal and external evaluators. Thirdly, at the close out of their programs, the India team with partner MSEMVS and the Nepal team with all partners held workshops to reflect upon successes, challenges and lessons learned from their anti-slavery programs. Finally, focused interviews and review of the draft results by FTS staff have added important contextual information to this evaluation. This has been especially important for the review of advocacy activities carried out by FTS country staff, information which was not available from pre-existing sources.

A description of all the additional program evaluations conducted from 2014-2016 can be found in appendix D.

Evaluation Methodology and Limitations

Approach and Strategy

FTS' model (or Theory of Change), indicators, and monitoring system were developed in 2013 for the 2014-2016 period. While there were some outcome indicators, including slavery prevalence in targeted communities, the focus of training and monitoring was on reporting output indicators. In mid-2015, a full year after the M&E system was established, key questions and an evaluation plan were developed. This original evaluation plan used a principles-focused evaluation approach and a comparative case study strategy. However, due to resource constraints, a summative evaluation approach with participatory evaluation incorporated wherever possible was used instead. Only existing and available data were used – no additional data collection took place, which substantially limits the scope of the evaluation to address the key questions.

Evaluation Questions

The main evaluation question is whether and how the community-based model is making a difference in reducing slavery and increasing community resistance and resilience.

For this evaluation, we focus on five domains and specific questions:

DOMAIN	Key Evaluation Question	Data Source
IMPLEMENTATION	How was the model implemented in practice?	Activities & Narratives Report
PARTNER CAPACITY	How has partner capacity been strengthened?	Organizational Capacity Assessment Tool
EFFECTIVENESS	What happened as a result of the work?	Partner Quarterly Reports, Community Maturity Tool, Survivor Reintegration Checklist
EFFICIENCY	How were financial and other resources used to achieve results?	Financial Reports, Partner Quarterly Reports
IMPACT	How have community resistance and resilience changed?	Partner Quarterly Reports, Community Maturity Tool

Criteria / Success Indicator

Based on the theory of change formalized in 2013, we consider the community-based model to be successful if we see the following in the communities where our partners work:

- Lower incidence and prevalence of slavery in communities, based on HH or social mapping.
- Partners have greater capacity to carry out their anti-slavery work, based on the OCAT.
- Former slaves are well reintegrated into their communities, based on the reintegration checklist.
- Communities are mature – resistant to trafficking and slavery conditions, based on the CMT.
- Communities and/or community groups are more mature, based on the Community Maturity Tool, meaning their scores have increased by 10%.
- Greater implementation of anti-trafficking policies, based on the Activities and Narratives Reports.
- Greater knowledge, attitudes and resilient practices in communities where interventions are focused, based on individualized programmatic KAP surveys.
- Greater access to essential services (such as health care, schools, credit, legal services) by vulnerable communities.
- Individual households in a community demonstrated improved socioeconomic status.
- More donor and iNGO financial support for anti-slavery work.
- More local NGOs integrating anti-slavery approaches in their work.

Indicators

A complete description of the indicators for the Community-Based Model can be found in Appendix E. The unit of analysis varies according to the evaluation question being addressed. FTS uses "community," "organization," and "individual" as units of analysis. For example, we report on individuals, such as number of slaves freed or individuals who received rights and risks education. For other indicators, the unit of analysis is the partner organization (e.g. OCAT). For the Impact chapter and community maturity, we use the community as the unit of analysis. It should be noted that the use of a "community" as the unit of analysis posed some difficulties, as the communities that FTS works in greatly varies in size. Our work in a "community" has traditionally been identified as such by those familiar with local dynamics and social networks.

Data sources and Instruments

The evaluation uses information collected and reported by partner organizations, external evaluations, and qualitative data collected from FTS staff:

- Partner quarterly reporting: Activities and Narratives reports and Partner Quarterly Reports

- Annual work planning documents from partners and FTS departments
- Donor reports
- Financial quarterly and annual budgets and reporting from partners and FTS departments
- Case studies
- Annual country program reports
- Program evaluations conducted by external evaluators
- Close out reports from India and Nepal
- FTS developed a number of different instruments for monitoring and data collection:
- Partner Quarterly Reporting Template and Activities and Narratives Reporting Template
- Community Maturity Tool
- Survivor Reintegration Checklist
- Survivor Registry
- Organizational Capacity Assessment Tool
- Coalition Advocacy Capacity Assessment Tool

Data analysis

We used qualitative and quantitative data analysis techniques for this evaluation. Details are provided in the Results sections as they pertain to specific data and key questions. In general, this evaluation uses descriptive analyses. Since most of the results are "output" type results, we have compiled the cumulative numbers for each country. Data has been disaggregated where possible - where the data were collected and are considered of a high enough quality for analysis.

Qualitative techniques were used to compile the activities and interventions for the Implementation chapter. Qualitative analysis summarizing themes was also used to review the advocacy activities and accomplishments of FTS staff.

Limitations

There are a number of limitations and challenges for this evaluation. The majority of the data used come from reports produced by the local grassroots partners with support from FTS country staff. There is no additional information available to triangulate with the partner reporting or to address questions that cannot be answered with the existing data. The quality of this data varies between countries, between partners, and over time. The quality of the reporting improved over the three-year period and some information from 2014 cannot be used for the analyses of this evaluation.

The evaluation is missing information on slavery prevalence, due to the challenges in accurately measuring this indicator. A slavery prevalence indicator was designated to

measure the first node of the Community–Based Abolition Model. Therefore, we do not have strong means of addressing this level of the model.

Furthermore, the CMT has only been conducted in one fifth of all the communities supported by FTS, and, in many cases, it seems to have been conducted only after the partner considered the community to be mature. This makes it more difficult to draw conclusions about the rate and causes of community change over time.

Most of the indicators measure "outputs," instead of "outcomes" – showing the results of activities but not changes in the lived situation of individuals or communities.

There is also little information on FTS staff activities and accomplishments. The Model contains a mix of partner and FTS activities, but the reporting system only collected information from partners. This means that we are unable to provide a full accounting of FTS' contributions to the accomplishments and challenges reported by the partners.

This report uses the results from external program evaluations to address some of the outcome and impact issues. However, these evaluations were developed to answer different questions and may not translate into the specific communities and context of this evaluation's focus.

Finally, this evaluation does not account for other concurrent interventions or contextual information that might have influenced the data collection, program interventions, and reported results.

Implementation – How was the model implemented in practice?

This section focuses on the activities and interventions that were carried out by partners and FTS to implement the Community-Based Abolition Model. The following table shows the countries where FTS and our partners implemented components of the Community-Based Abolition Model.

Table 1: Implementation of Community-Based Model by Country

MODEL IMPLEMENTATION	Brazil	DRC	Ghana	Haiti	India	Nepal
FTS capacity support to partners	x	x	x	x	x	x
FTS grants to partners	x	x	x	x	x	x
FTS and partner capacity support to government agencies and officials	x	x	x	x	x	x
FTS and partners helping media tell the "slavery story"	x	x	x	x	x	x
FTS and partner capacity support to INGOs, and local CSOs	x	x	x	x	x	x
FTS capacity support for advocacy coalitions		x	x	x		x
Partner support to communities and anti-slavery groups	x	x	x	x	x	x
Partner activities for rights & risks education and awareness raising	x	x	x	x	x	x
Partner activities promoting SES rights and services and providing direct services	x	x	x	x	x	x
FTS and partner advocacy and support for community advocacy at local, regional and national levels	x	x	x	x	x	x
FTS and partner monitoring, evaluation and research	x	x	x	x	x	x
FTS and partner activities to liberate slaves and support survivor reintegration	x	x	x	x	x	x

This table shows that FTS and our partners have implemented most aspects of the model to combat the types of slavery that were being addressed in all six countries. This is quite a remarkable achievement for an organization spread across three continents, working with local grassroots partners with substantial contextual variation and community differences. It is important to understand that not all partners implemented all aspects of the model and that FTS partners had different strengths and scopes of work. In Brazil and India, for example, FTS did not have advocacy coalitions, where as in Nepal and Haiti, AATWIN and ASR are coalitions of local civil society organizations working to end trafficking.

All country programs enter communities through careful introductions and assessment of the scope of slavery and trafficking issues. Thereafter, country programs take slightly different approaches. In the DRC, for example, community committees were formed with training and support, whereas in Ghana and Haiti, community facilitators were identified and child rights learning groups were created. Community Action Plans can include advocacy, forming savings groups, income generation activities, transitional schools, and awareness

raising activities. FTS and partner organizations support such activities with training, monitoring, legal services, and vocational training programs. Additionally, community members and government officials, as well as FTS and partner staff carry out rescues and reintegration activities.

The information available indicates that many of the activities in communities take place simultaneously. Awareness and rights education, socioeconomic activities, advocacy and reintegration activities for survivors are all components of the holistic community based approach. Their implementation happens in an integrated fashion, rather than a linear step-by-step process. The local context, including size of community, support from local partners, economic development projects, government implementation of existing laws, and types of slavery industries, all have a role in how the community-based approach is implemented.

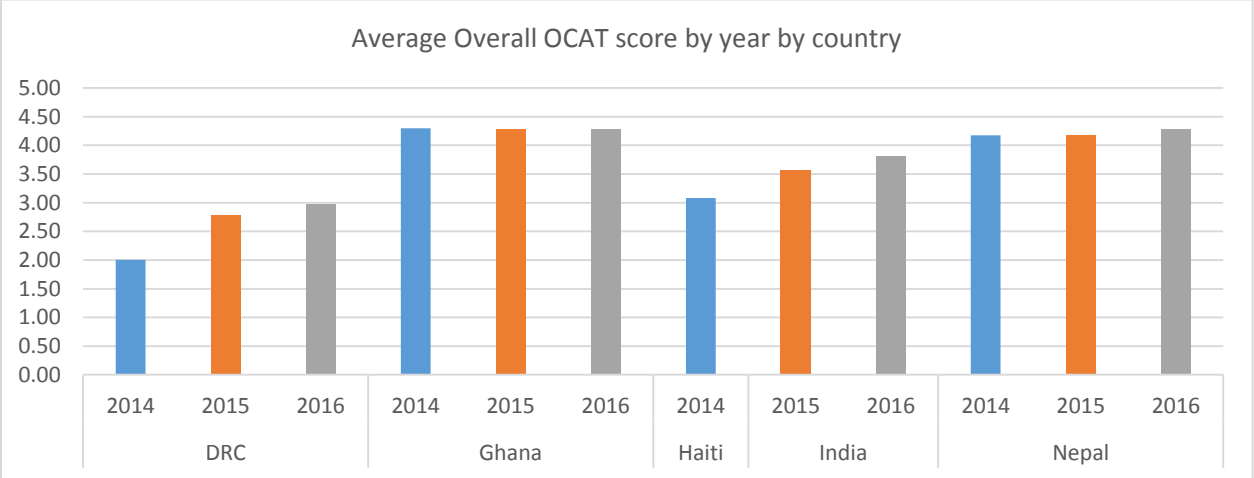
Partner Capacity – How has partner capacity been strengthened?

The basis of the Community Based Abolition Model and FTS principles begins with partner organizations. FTS developed an Organizational Capacity Assessment Tool (OCAT), a qualitative tool for organizations and FTS staff to determine how best to build capacity for anti-slavery work. Details on the OCAT can be found in Appendix F. The overall OCAT score is categorized in one of the five levels of organizational development as shown in the Maturity Levels chart below:

Score	Organizational Development Stage
0.0-1.0	Start-up
1.1-2.0	In formation
2.1-3.0	Functioning, developing
3.1-4.0	Well-established
4.1-5.0	Mature

Partner capacity was measured through annual assessments using the OCAT. Between 2014-2016, the OCAT was implemented by 14 partners and 11 of these carried it out more than once, allowing comparison over time.

Figure 2



When the scores are reviewed by country, Ghanaian partners show the overall average highest OCAT scores (4.28, or Mature), and DRC partners had the lowest average OCAT

scores (2.61, or Functioning and Developing). Nepal partners had a similar average overall OCAT score (4.19 or Mature) as Ghana, and the India partners averaged 3.71 (Well Established). There was only one OCAT conducted in Haiti, with FLL in 2014 and their Overall Score (3.08) shows they were considered Functioning and Developing. The following table shows the scores for each partner as well as the percent change for those partners who had more than one OCAT score.

Table 2: Organizational Capacity Assessment Tool (OCAT) Scores 2014-2016

Country	Partner Organization	Years			Overall Change	Percent Change
		2014	2015	2016		
DRC	Alpha Ujuvi		3.61	3.58	-0.03	-0.8
	ASSODIP	2.16	2.51	2.68	0.52	24.1
	CREDDHO	1.91	2.52	2.65	0.74	38.7
	JPT	1.94	2.5		0.56	22.4
Ghana	INGH	4.3	4.35	4.28	-0.02	-0.5
	MIHOSO		4.2			
Haiti	FLL	3.08				
India	MSEMVS Main		3.62	4.31	0.69	19.1
	PGS		3.5	4.03	0.53	15.1
	TSN			3.08		
Nepal	AATWIN	4.36	4.54		0.18	4.1
	GMSP	4.28	4.02	4.28	0	0.0
	Shakti Samuha	4.17	3.95		-0.22	-5.3
	WOSCC	3.9	4.24		0.34	8.7

In DRC, there were increases in the overall OCAT scores for ASSODIP, CREDDHO, and JPT, while Alpha Ujuvi reported a very slight decrease (3.61 to 3.58). Nevertheless, Alpha Ujuvi had the highest scores (3.60, Well Established), while ASSODIP, CREDDHO, and JPT were in the Functioning and Developing stage. In Ghana, both INGH and MIHOSO were in the Mature category with scores above 4.0. In India, there were improvements in the overall OCAT scores for both MSEMVS and PGS between 2015 and 2016. All three partners MSEMVS, PGS, and TSN were in the Well Established category. Finally, the Nepal results are mixed, perhaps reflecting the damaging effects of the earthquake in March 2015. The Nepal partner response to many of the domains, such as finances, programmatic work, and human resources were all affected by the earthquake. (Please refer to appendix G for a breakdown of the OCAT scores by each specific domain for each of the program countries). The Nepal partners nonetheless had OCAT scores that were in the Mature category.

OCAT scores are generally high, which is to be expected since FTS used partner selection criteria and chose to work with organizations that already have some capacity. Additionally, some partners such as INGH in Ghana work nationally, while others such as ASSODIP in DRC work in a specific region. Table 2 shows that there was more of an increase in OCAT score for partners who had overall lower scores (especially in the DRC).

While it appears that DRC partners are less organizationally mature than the rest, the high scores of the Nepal partners raise questions about the criteria and standards partner organizations scored themselves. On the other hand, FTS has been working with the

organizations in Nepal for a longer time than the DRC partners so it is possible that their higher scores reflect the greater partner capacity support they have received prior to the first OCAT score. It is also important to recognize that FTS partner engagement criteria and the decision to work with partners includes consideration of the maturity of the organization and their ability to both carry out the community-based approach and their organizational capacity to do so.

Effectiveness – What happened as a result of the work?

The purpose of this section is to use the Monitoring and Evaluation Indicators collected by FTS and its partners between 2014 and 2016 to assess the effectiveness of the work of FTS. Using the Community Based Abolition Model as the framework for this assessment, the chapter examines effectiveness at three levels: Strengthened Capacity of Local Stakeholders (Level 4); Fostering Rights, Resistance, and Resilience (Level 3); and Decreased Vulnerability to Slavery (Level 2). The following table summarizes the results between 2014 and 2016. For some indicators, such as the number of slaves freed, we report the total achieved over the three-year period. For other indicators, such as the number of government officials receiving technical assistance and training, we report the average number per year of the three-year period, as some officials may have received technical assistance in two or more years.

Table 3: Results from Partners 2014-2016

	Brazil	DRC	Ghana	Haiti	India	Nepal	Grand Total
Level 4: Strengthened Capacity of Local Stakeholders							
Average number of government agencies receiving training and/or technical assistance each year	128	36	18	1	350	244	**777**
Average number of government officials receiving training and/or technical assistance each year	101	124	32	7	1,334	121	**1,718**
Total number of media stories disseminated over 3 years		28	6	23	236	166	**459**
Level 3: Fostering Rights, Resistance and Resilience							
Average number of community members educated in rights and risks each year	5,443	9,168	13,960	1,225	39,847	19,098	**88,740**
Average number of individuals supported to access SES each year		291	406	389	5,820	3,085	**9,991**
Average number of individuals who successfully accessed SES each year		242	244	281	4,855	2,204	**7,826**
Average number of slaves or slavery survivors receiving FTS/partners services each year		156	127	125	3,662	193	**4,264**

Average number of at-risk individuals receiving FTS/partners services each year		250	76	34	2,437	2,101	**4,898**
Level 2: Decreased Vulnerability to Slavery							
Total number of slaves freed over 3 years	35	315	180	92	3,747	125	**4,494**
Total number of survivors effectively reintegrated over 3 years		169	58	0	1,174	104	**1,505**
Total number of arrests		15	5		253	23	**296**
Total number of prosecutions		19	3		214	23	**259**
Total number of convictions		12	1		13	30	**56**
Average number of people reached through awareness raising each year	3,442	91,599	17,365	1,552	51,865	67,562	**233,385**

Strengthened Capacity of Local Stakeholders

An average of 1,718 government officials were trained per year from 2014-2016. Contextual information about training and technical assistance is available in the DRC program evaluation. The evaluators found that Congolese government officials reported an increase in their knowledge, in that they discovered the meaning of the term slavery, and understood that it could take multiple different forms. Moreover, the trained officials indicated that they changed their behaviors towards slavery, as they realized that the arrests and prosecutions of perpetrators of slavery were part of their mandate (Berrih, 2015). Nevertheless, there is no clear information on whether there was any actual change in arrests or prosecutions.

Fostering Rights, Resistance, and Resilience

Based on the time series data presented in appendix G, the number of individuals supported to access SES, the number of individuals who successfully accessed SES, and the ratio of the two indicators (the number of individuals supported to access SES over the number of individuals who successfully accessed SES) all rose between 2014 and 2016. This latter result could suggest that the programs have become more effective at translating support to access services and/or rights into successful access to services and/or rights by targeted individuals. The DRC program evaluation noted that ASSODIP encouraged families to send their children to school and facilitated attendance through contacts with the schools (Berrih, 2015). Similarly the Harvard FXB study reported that "MSEMVS' focus on community organization and empowerment appears to have played a vital role in improving the respondent's livelihoods." Respondents also reported being able to get a loan from village Self Help Groups rather than relying on moneylenders or employers as they had done in the past. The report also states that "MSEMVS model is extremely effective in connecting villagers with government job assistance, thus reducing their vulnerability to forced and bonded labor" (Bhabha et al., 2016).

Decreased Vulnerability to Slavery

Over the three-year period, 4,494 slaves were freed as a result of efforts by FTS and its partners, with India accounting for a large portion (3,747 of 4,494) of these freed slaves. Time series data in appendix H show a sharp decline in the number of slaves freed between 2014 and 2015, with a slight rise in 2016. The decline was a result of a more than halving of the freed slaves reported by partners in India. Further research would be needed to find out whether this decline was due to a reduction in effectiveness of FTS' programs, or whether this was the result of the strengthening of communities through earlier work. Gains are seen in DRC, as well as Ghana and Haiti, although the magnitudes of these gains pale next to the absolute declines reported from India, and, in the case of Ghana and Haiti, the rises can be attributed to the start of new programs rather than an increased number of slaves freed by programs between 2015 and 2016.

The decline in slaves freed is accompanied by a rise in effective reintegration of former slaves, a rise that continued through 2016. However, as a trailing indicator, the increased number of effectively reintegrated freed slaves, could be a reflection of efforts prior to the period in question (2014-2016) to help slaves achieve freedom and self-sufficiency (through access to services, education, etc.). In order to better understand the connection between the two indicators, it is useful to examine the average time to reintegration for slaves freed as a result of FTS efforts, as presented in appendix I.

The average number of people reached through awareness raising greatly differs from one country to another. Since the FTS indicator only counts each individual one time, regardless of the frequency of exposure, someone who listened to one radio program has the same "weight" as someone who attended weekly awareness events. In the DRC, for example, awareness activities were more focused on exposing new people to the awareness raising materials, while the Indian activities involved repeated exposure. For Ghana, and Nepal, about half of the total number of people involved in awareness activities had more than one exposure during the year. Future research on the impact of these different types of exposure is recommended for optimizing program implementation.

Effectiveness of FTS' Programs

From the data presented in this section, it is clear that many people were touched by FTS and our local grassroots partner organizations between 2014-2016. It is also evident that most of the cumulative results come from the India program, which has freed the most people, provided the most services, trained the most government officials and reported the most arrests, prosecutions, and convictions. We know that FTS and our partners provided a high level of support for rights and risks education to targeted populations. Therefore, further research is needed to understand the impact of this work on attitudes, beliefs, and behaviors over time.

Fortunately, some additional evidence is available from the external evaluations and those indicate positive changes over time from FTS interventions, including improved socioeconomic status and greater actions to prevent slavery from taking place in the targeted communities.

Efficiency – How were financial and other resources used?

This section examines FTS' expenditures on country program operations over the period of 2014-2016. This section also reviews the targets set by partners for various indicators compared to their results achieved which provides some insight into planning and management by partners and FTS staff.

Budget vs Expenses

The next table compares the approved budget and the actual expenses for each country program for each year.

Table 4: Budgets Compared to Expenses

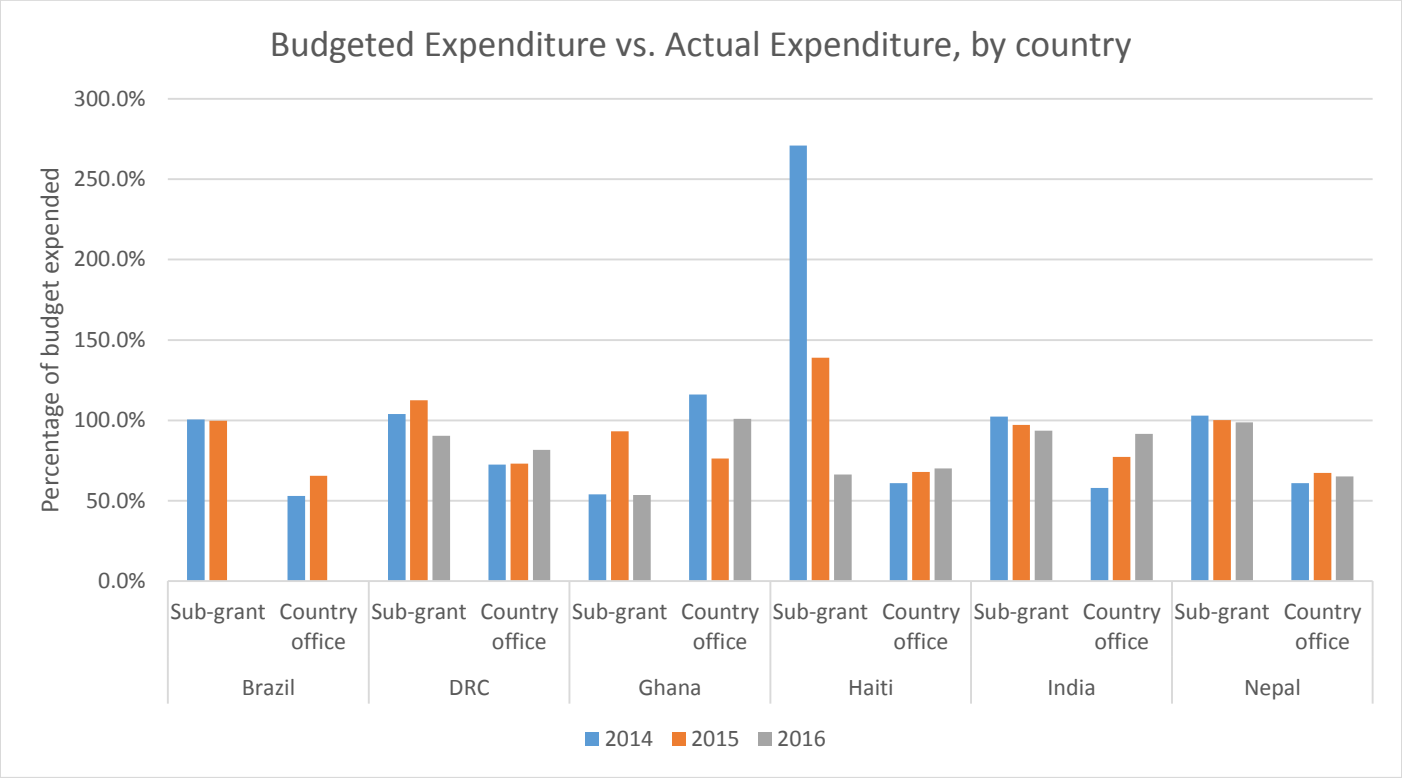
	Brazil	DRC	Ghana	Haiti	India	Nepal	TOTAL
2014							
Budget	$82,025	$626,287	$230,042	$317,661	$701,532	$312,672	$2,270,219
Expenditures	$62,536	$533,846	$201,975	$272,896	$561,037	$247,208	$1,879,498
Percent of Expenditures	76%	85%	88%	86%	80%	79%	83%
2015							
Budget	$68,960	$550,330	$289,773	$223,077	$713,187	$336,179	$2,181,506
Expenditures	$53,761	$471,403	$229,902	$177,285	$613,764	$272,693	$1,818,808
Percent of Expenditures	78%	86%	79%	79%	86%	81%	83%
2016							
Budget	$0	$329,484	$657,329	$197,837	$434,743	$276,474	$1,895,867
Expenditures	$2,891	$279,092	$533,548	$137,587	$401,853	$219,511	$1,574,482
Percent of Expenditures		85%	81%	70%	92%	79%	83%
TOTAL							
Budget	$150,985	$1,506,101	$1,177,144	$738,575	$1,849,462	$925,325	$6,347,592
Expenditures	$119,188	$1,284,341	$965,425	$587,768	$1,576,654	$739,412	$5,272,788
Percent of Expenditures	79%	85%	82%	80%	85%	80%	83%

In general, the country programs spent about 79-85% of their allocated budget. This is quite a striking discrepancy between budgets and expenses. There is some variation by country and by year. For example, the India program improved their ratio of budget to expenses from 80% in 2014 to 92% in 2016. Conversely, the Haiti program spent consistently less than budgeted from 86% in 2014 to 70% in 2016.

Comparison of budgets vs. expenses for partner subgrants

The following chart compares budgeted expenditures versus actual expenditures for FTS country program expenses and sub-grant expenses to partners, by country.

Figure 3



Actual sub-grant expenditures closely matched budgeted sub-grant expenditures in all countries, except Ghana and Haiti. However, actual country office expenditures were far below budgeted country office expenditures in all countries, except Ghana.

What have been the unit costs of implementing the model?

Regardless of overall spending, by looking at the amount of funding available for each country program, and the reach that each country achieved with that funding, we see evidence of the cost efficiency of implementing the FTS model in various contexts. The next table shows the country program expenditure compared to the number of communities supported and the number of individuals in those communities.

Table 5: Unit costs of implementing the model

	Brazil	DRC	Ghana	Haiti	India	Nepal	Total
Communities receiving support from FTS partners	38	78	68	89[1]	1,668	228	2,169
Country program department expenses	$119,188	$1,284,341	$965,425	$587,768	$1,576,654	$739,412	$5,272,788
Cost per community Supported	$3,136	$16,466	$14,197	$6,604[2]	$945	$3,242	$2,431
Average Population size	unknown	6882	3163	1375	343	407	
Cost per individual	unknown	$2.30	$4.36	$47.50	$2.69	$8.78	

Cost per Community

There are wide variances in the cost per community, as can be seen in Table 5. The low figures for India relative to other country programs are striking. There are several possible reasons for this. These might include the larger size of programs in India, easier access to communities, greater density of communities, cheaper cost of inputs, and the longer duration of FTS' relationship with NGO partners. Program department costs for Ghana and DRC per community supported, on the other hand, are markedly higher than those seen for other countries. For DRC, there are issues of security and challenges of travel and overall higher costs that may contribute to this. For Ghana, it is possible that this high amount per community reflects the beginning of a new program.

Cost per Individual

The discrepancies between countries narrowed when the size of the communities was considered. The cost per person falls in a relatively narrow band between $2.30 and $8.78. The small population size of the communities in India offsets the low cost per community, while, at the other end of the spectrum, the larger population size per community makes each community more expensive but generates a low cost per person. Different approaches to program implementation at different scales may yield comparable costs. A striking anomaly to this general portrait is Haiti, where the cost per person is an outlier.

In general, the issue of unit costs needs greater investigation and clarity about what constitutes appropriate levels of cost and efficiency.

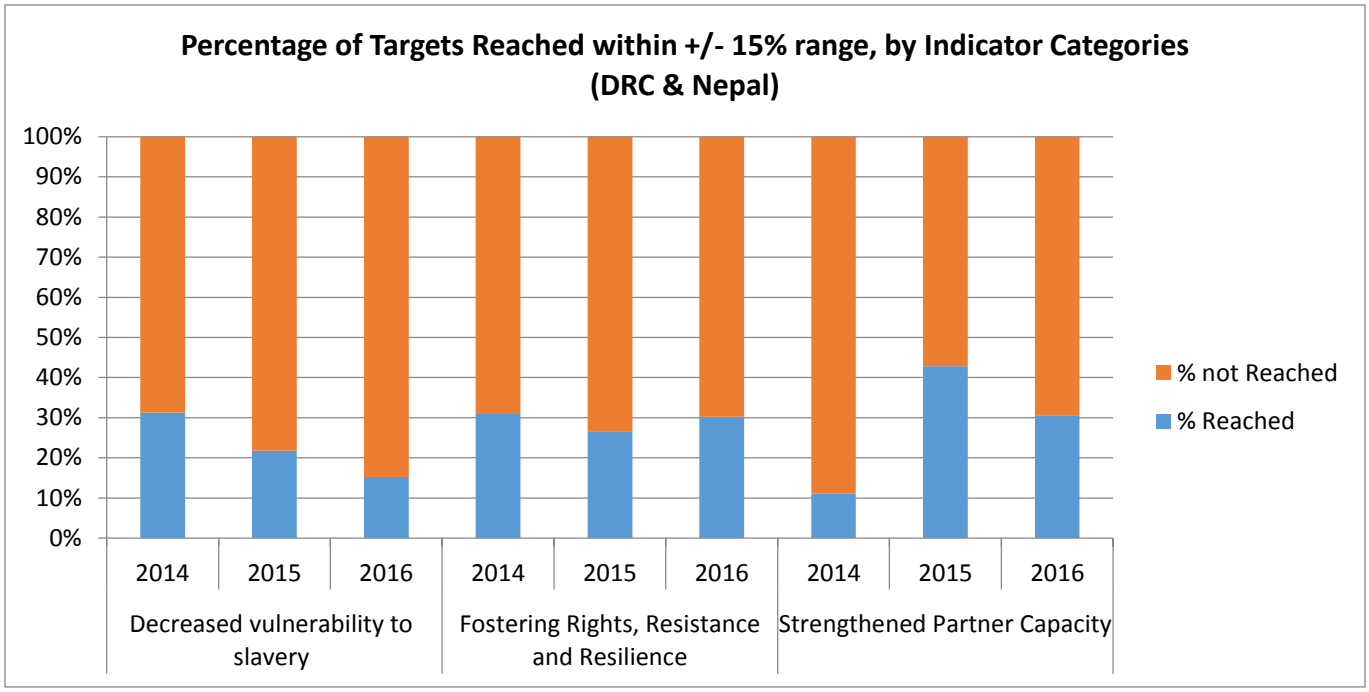
Management Issues: targets compared to results

Each year, the partner organizations develop annual work plans with the support of FTS staff. These work plans include targets for the FTS indicators. This next section compares the targets for selected indicators to results. This analysis was conducted for DRC and Nepal,

[1] FTS began a partnership with Beyond Borders in 2016 and the reach of the programming extended from 9 communities supported in 2014, 2015 and part of 2016 to an additional 80 communities.
[2] This includes the 80 communities that FTS began working with Beyond Borders in 2016.

since these countries had the most consistent information available over time, with partners who were involved with FTS for at least two of the three years. The following chart examines whether, overall, all partners had come close to their targets within a +/-15% range over the period of 2014-2016.

Figure 4



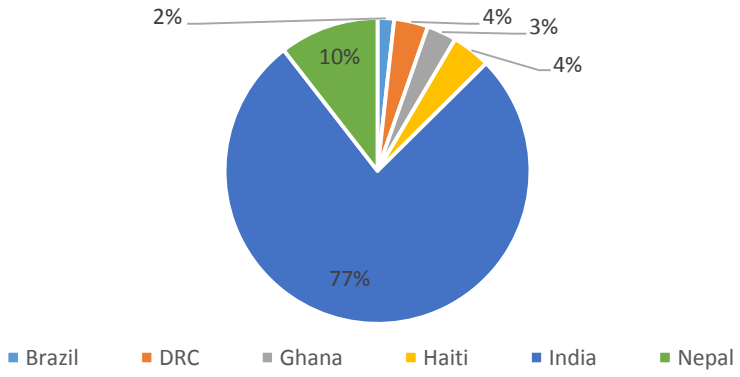
As seen from the chart above, when considering the percentage of targets reached within a +/-15% range, all partners combined in both DRC and Nepal perform quite poorly. For the "Decreased vulnerability to slavery" category, there was a decrease in the percentage of target indicators achieved (within the +/-15% range) from about 31% in 2014 to only about 15% in 2016. The percentage of target indicators achieved for the "Fostering Rights, Resistance, and Resilience" category remained at about 30% between those years. In regards to the "Strengthened partner capacity" category, the percentage of target indicators achieved did increase between those years, but still remained at about 30% in 2016.

Impact

A key focus of FTS' theory of change is a community's ability to sustainably abolish slavery within its borders. Considering this, questions about the impact of the work are particularly focused on measuring community resistance and resilience. In 2013, FTS developed the Community Maturity Tool or "CMT", a participatory self-assessment tool used by communities to assess their own resistance and resilience to slavery. It is structured with a set of 7 domains including slavery eradication, public awareness, and reintegration of survivors. An explanation of the tool can be found in appendix J.

In total, FTS and its partners supported 2,169 communities between 2014 and 2016. The following chart shows the distribution of these communities by country. A breakdown of the average size of each community, by country, can be found in appendix K.

Figure 5: Distribution of communities supported by country, 2014-2016



How many communities and community groups became mature?

Of the 461 communities for which a CMT was conducted at least once, 162 of these communities reached the maturity threshold (this figure also includes the 16 communities that reached this threshold prior to 2014). It should be noted that due to the time-consuming nature of this participatory tool, and limited resources available to FTS' partners, implementing the CMT in all communities supported proved to be extremely difficult.

Table 5: Percentage of Mature communities compared to not yet mature communities, by country

	Mature	Maturing	Not Mature or Maturing
DRC	6%	22%	72%
Ghana		5%	95%
Haiti		100%	
India	39%	7%	54%
Nepal	46%	23%	31%
Total	35%	16%	49%

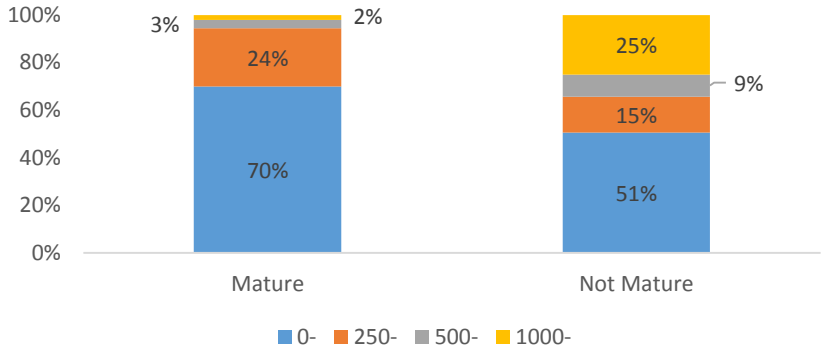
A discussion of how different countries scored on each of the seven domains of the CMT can be found in appendix L.

Characteristics of Mature communities

This section discusses the characteristics of mature communities. Specifically, we examine whether mature communities are smaller than other communities and whether they have had a greater number of FTS partner visits.

Population size

Figure 6: Population size for communities that have conducted CMT (N=402)



The overall results of this analysis suggest there may be a relation between a smaller population size and reaching the maturity threshold. While the populations of communities within this dataset are skewed towards smaller communities (with over 50% being smaller than 250), most (70%) of the mature communities are smaller than 250, and another 24% of these communities are between 250 and 499. Thus, a total of 94% of mature communities have a population below 500. This contrasts to the group of communities that have not yet reached the maturity threshold; within this group, 51% are smaller than 250 and 15% are between 250 and 499. This leaves a total of 34% of communities that have not reached the maturity threshold with populations greater than 500 residents. Of these, approximately

25% have a population larger than 1,000. This contrasts with only 2% of the mature group that are larger than 1,000.

However, it is possible that this is a function of which country programs are more established and have been involved with communities with a longer period of time. Partners in India and Nepal tend to have supported communities for longer, in general, than those FTS partners in DRC and Ghana. Moreover, the communities supported in India and Nepal tend to be much smaller than the communities in Ghana (further discussion in appendix M).

Frequency of FTS partner visits and community maturity

This section discusses the frequency of visits of FTS partners per year received by mature and not mature communities.

Table 6: Average minimum frequency of visits per year (Mature vs. Not mature communities), 2014-2016

	Mature	**Not Mature**	**Country Average**
DRC	6.3	7.7	7.7
Ghana		4.7	4.7
Haiti		8.5	8.5
India	8.0	6.9	7.4
Nepal	10.6	6.6	8.5
Overall Average	**8.9**	**6.9**	**7.6**

Mature communities, on average, have received a greater number of visits per year than those that have not yet reached the maturity threshold. The only country for which this does not hold true is DRC, where the three communities that reached the maturity threshold received an average of 6.3 visits per year, compared to an average of 7.7 visits for the communities that have not yet reached the maturity threshold.

Time to maturity

The ultimate goal of collecting and analyzing data from the CMT is to determine the impact of the work of FTS and FTS partners in furthering community liberation. One means by which we can get some idea of this impact using the data available is by looking at the time to maturity (defined as the difference between the year work in a community began and the year a community or community group first reached the maturity threshold as determined by the CMT (this analysis excludes those communities that reached the maturity threshold before 2014, and examines a total of 145 communities).

Table 7: Time to maturity, by country (excluding communities with pre-2014 maturity)

	Average	Min	Max	Median	Number of communities
DRC	2.0	2	2	2	3
India	4.9	1	16	4	82
Nepal	4.2	2	8	4	59
Overall	4.5	1	16	4	145

While the data is limited, these results show that the average time to maturity for communities appears to be around 4.5 years. It is difficult to make many broad conclusions about the model, since there is so much variation in the local context and partner implementation of the model. Nonetheless, this information should be considered when planning future implementation of the community-based approach.

Other evidence

Two external program evaluations provide additional information and insights as to the effectiveness of the programs in stimulating community resistance to slavery.

The DRC evaluation of the 2013-2015 J/TIP funded project found that knowledge and behaviors had evolved significantly over that period. They also found that involvement of partners, Congolese civil society organizations and community vigilance committees resulted in a strong commitment towards anti-slavery in the province. The evaluation noted success in changing practices, including individual and community action against slavery and greater child protection in the communities where the project took place. They concluded: "It is clear that FTS' project has succeeded in its goal to increase community-led resistance to slavery in the target zones" (Berrih, 2015).

In addition, the Harvard FXB study of MSEMVS implementation of the FTS community-based model reported that debt bondage and forced labor almost completely disappeared in the intervention communities. The evaluators found a reduced number of households with any debt or severe indebtedness in intervention communities where debt bondage was the predominant form of slavery. They also found an important provision of follow-up reintegration support for rescued survivors. They stated that "MSEMVS's work empowering villagers and creating a sense of collective efficacy had been fundamental to these improvements" (Bhabha et al., 2016).

Key Question – Does the Community-Based Model Reduce Slavery and Increase Community Resistance?

The evidence presented in the previous five chapters helps answer the Key Question. The data analyzed shows substantive, positive changes in the organizations and communities reached by the FTS Community-Based Abolition Model.

Reduction in Slavery

In the absence of community level studies of slavery, we cannot say whether the overall incidence and prevalence of slavery has been reduced in the countries where we worked. Accurately measuring the prevalence of slavery is extremely difficult, due to the hidden and diverse nature of this crime.

Nevertheless, we can clearly state that, from 2014 to 2016, 4,500 people were liberated from slavery. Annually, an average of 322,000 people were reached with awareness raising and rights and risks education per year and 4,200 slaves or slavery survivors received services from FTS and its partners. Close to 300 traffickers and slave holders were arrested. These are concrete indicators that people were touched positively by the interventions of the Community-Based Model. Coupled with the indications of increased community resistance, the evidence is strongly indicative that the community-based approach reduces slavery, though more research is needed.

Increase in Community Resistance and Resilience

The results from the previous sections show that the model has been implemented in all countries with numerous activities for community mobilization, survivor care and reintegration, reducing household socioeconomic vulnerabilities, and enhancing the rule of law. It appears that partner capacity has been improved for those partners most in need of organizational support. The extensive operations of FTS and its partners over the three year period freed thousands of slaves, trained over 1,700 government officials, provided legal, health, psychosocial, educational and financial support to thousands of survivors and at-risk people, and provided rights and risks education and awareness raising to hundreds of thousands of individuals. FTS and the grassroots partners worked in over 2,100 communities to create and facilitate community groups and network meetings, train and technical support

for communities, and support community action planning and implementation. And though the information is limited, it does appear that more frequent visits by partner organizations resulted in greater community resistance and resilience in a shorter time than communities that had less grassroots anti-slavery support.

Program evaluations from DRC, India, Ghana, and Haiti, as well as the Nepal partners report from December 2016 and the MSEMVS J/TIP grant close out report from 2015 provide additional information to support the model as described in previous sections. These evaluations provided more general conclusions about the changes resulting from the community-based approach. The Haiti program evaluation found that "The project has enabled progress toward the prevention and reversal of the flow of children from participating communities into *restavèk*. Numerous significant positives changes in the lives of beneficiaries can be attributed at least partially to the project" (Kennedy & Richardson, 2014).

These reports show that communities where the FTS community-based model has been implemented have fewer people in debt bondage and slavery than before, improved socioeconomic status as shown by higher school attendance, more access to health services, higher incomes and employment, more training and apprenticeship opportunities, and greater support for survivor reintegration. The strongest findings from all of the program evaluations are much greater awareness of modern slavery and local rights and risks, stronger desires to keep children out of hazardous labor conditions and in schools, and more actions taken against trafficking and slavery situations.

Therefore, we believe there is strong evidence from three years of monitoring data of Free the Slaves programs as well as project specific evaluations in six different countries that community-based interventions by local partner organizations supported by FTS help to liberate communities and end the conditions that allow slavery to persist.

Lessons Learned and Recommendations

This chapter contains recommendations that were collected from FTS' Board review of the results and drafts of the Evaluation Report, FTS staff responses, program evaluations, and the close out reports from India and Nepal.

Going to scale

Overall, the 2014-16 Evaluation presents mounting evidence that FTS' community-based model yields sustained resistance to slavery. Reflecting seriously on the results and challenges allows FTS to improve the community-based model.

The results of the evaluation support the decision of FTS to seek significantly greater scale of applications for the community-based approach. While more research would be very welcome and helpful, there is sufficient evidence to encourage much broader use of a community-based model.

Conceptual clarity

- The Community-Based Abolition Model should be revised and updated in light of the 2014-16 experience. This process is already underway with the development of the Community Liberation Model and the Community Liberation Initiative.
- Greater clarity is needed regarding the definition of a "community". It is the key unit of analysis for FTS but there is no organizational definition of the term and it is being applied quite differently across the array of FTS countries.
- The definition and measurement of success with the new generation of High Impact Partners requires attention and it is likely that the OCAT will not suffice as a measurement instrument for this purpose.
- The inputs from FTS staff to partners that generate the greatest results needs attention. There is only a limited amount of information on the exact nature of FTS staff support to partners. Clarifying how FTS staff activities contribute to partner success will help make best use of limited staff time.
- The definition of advocacy and the measurement of its outcomes needs further attention. A revision of current tools and indicators would help us gain a better understanding of the broad nature of advocacy activities undertaken by FTS staff, and help us better capture the resulting legal and societal changes.

Better planning and target setting

- The results from the analysis show that target setting among partner and program staff needs significant improvement. FTS program staff need to work more closely with partner staff to revise their scope of work based on available resources, and build better planning processes to set more accurate targets.

Cost-Effectiveness

- It is quite unlikely that there is a "right" unit cost that can be applied across all contexts. Nonetheless, efficient use of scarce resources matters. The unit of analysis for efficiency measurement should be defined for all programs; e.g., cost per community, cost per individual. Cost per unit of output should be measured consistently to see if there are gains in efficiency over time or with the use of alternative approaches.
- Research on how productivity changes over time and what factors enhance productivity would also help with resource allocation.

Testing variants of the Community Liberation Model

- Though the community-based approach was implemented in all FTS country programs, it was applied with significant variations across countries and communities. For example, education and awareness raising efforts spanned the gamut from community radio to interpersonal communication. A better understanding of which interventions or combination of interventions yielded the best results would be very helpful.

Agenda for future research, monitoring and evaluation

- The output indicators that dominate the FTS M&E system should be complemented by outcome and impact indicators that give better insight into the long-term consequences of FTS interventions and facilitate tracking of progress towards the goals of the Community Liberation Initiative. More longitudinal data over an extended period would also be very useful in understanding whether results are sustained over time at both a community and individual level.
- The current suite of M&E tools should be revised in light of experience to enhance reliability, validity and practicality, with priority accorded to the Community Maturity Tool, the Household Socio-Economic Security Tool and measurement of community knowledge, attitudes and practices. The OCAT should be revisited in light of the decision to focus on a new generation of High Impact Partners. Partners improved their monitoring and reporting processes significantly between 2014 and 2016, with ongoing intensive support from FTS' MLE department and program staff, and using

revised reporting templates and indicator definitions. This positive trend should be reinforced through refinement of M&E approaches.

- FTS should reach out to other organizations to develop a practical approach to measuring slavery prevalence that can be applied at a level useful for program design and evaluation. Social mapping can be used for understanding contextual issues and targeting programmatic interventions, but it is not a good tool for understanding the current number of people in all slavery conditions, nor getting an accurate count of the number of people or even households in a community.
- Baseline data must be established for all programs and pertinent, high quality data collected regularly to allow for assessment of change over time. Consistent application of all M&E tools is critical to measure change over time. Specific time and resource allocations for all M&E tools need to be included in MOAs with partners, budgets, and country work plans to ensure the systematic application of the data collection tools in all program countries.
- Future assessments should encompass the average time spent in slavery by survivors, and the time from liberation to successful reintegration and what factors affect the time and cost needed to achieve reintegration.

Reflection and Learning

- The M&E process should be more systematically linked to a process of reflection, learning, and continuous improvement. This should be built into work plans and accountability for managers. This would optimize the investment in M&E and help FTS truly become a learning organization that is continually improving its efforts to eradicate slavery.

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Kennedy, C., & Richardson, L. (2014). *Haiti's Model Communities: Ending Restavèk Child Domestic Servitude.* Free the Slaves.

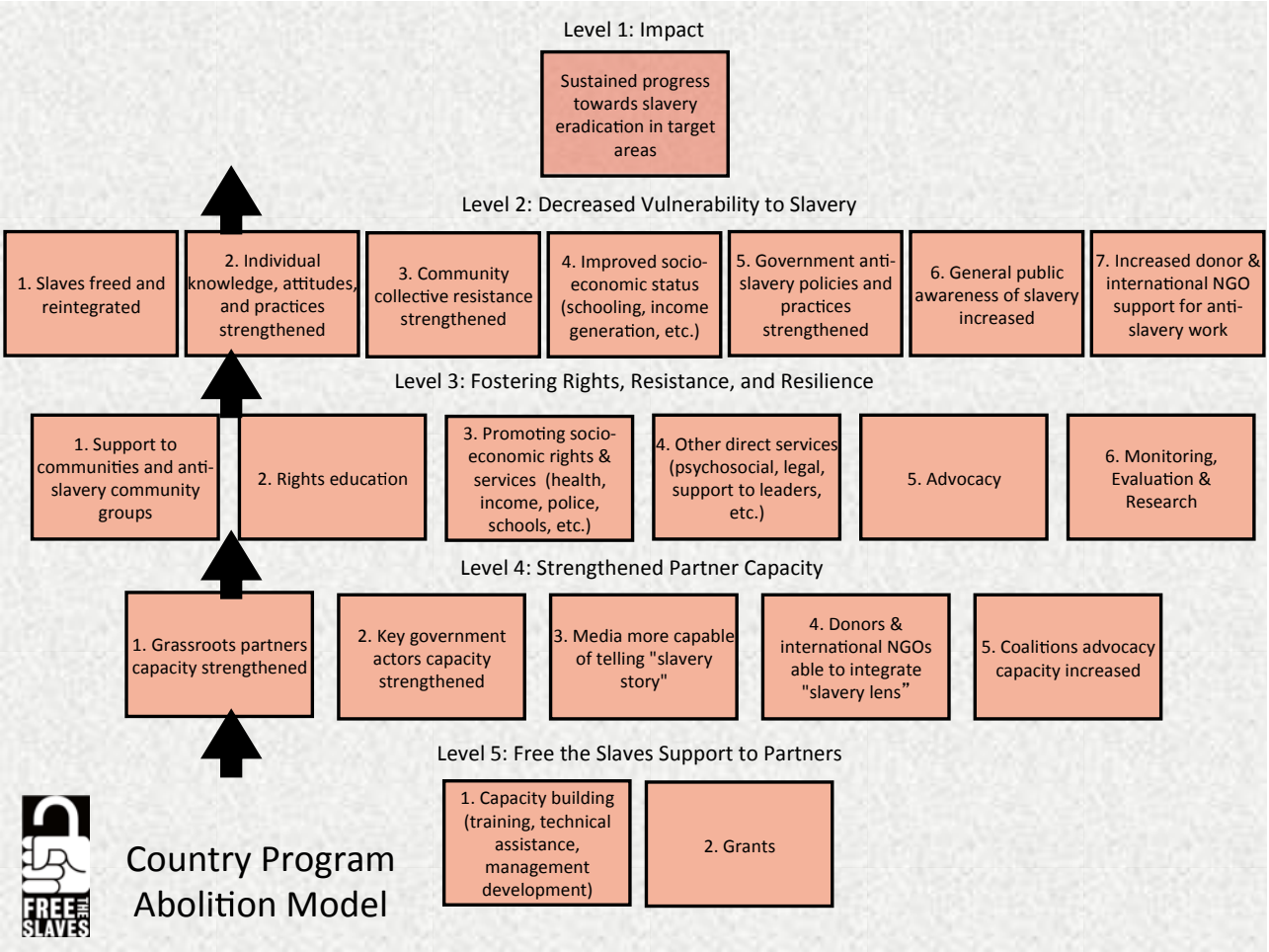
Appendices

Appendix A: List of Partner Organizations

Country	Partner	Partnership Begin Date	Partnership End Date
Brazil	CPT	2008	2015
Brazil	Reporter Brasil	2008	formal funding ending 2015
Congo	Adventist Development and Relief Agency	2014	2015
Congo	Alpha Ujuvi	2015	
Congo	ASSODIP	2010	
Congo	CREDDHO	2010	
Congo	JPT	2012	2016
Congo	Search for Common Ground	2013	2015
Congo	Coalition of Civil Society for the Abolition of Slavery (COSCAE)	2014	
Ghana	Challenging Heights	2009	2014
Ghana	International Needs Ghana (INGH)	2016	
Ghana	MIHOSO	2015	2016
Ghana	PDA	2011	2014
Haiti	ASR	2014	
Haiti	Beyond Borders	2005 (and new partnership in 2016)	
Haiti	FLL	2005	2016
India	Ashram	2008	
India	Freedom Fund	2013	
India	Jeevika	2010	2015
India	MSEMVS	2004	
India	PGS	2007	2017

India	TSN	2012	
Nepal	AATWIN	2011	
Nepal	GMSP	2006	2016
Nepal	Shakti Samuha	2006	2016
Nepal	WOSCC	2006	2016

Appendix B: Causal Model



Appendix C: Data Collection Tools

- **Slavery Prevalence Survey,** which also measures key variables that affect the vulnerability of communities to slavery such as socioeconomic status and individual knowledge, attitudes and practices.
- **Community Maturity Tool**, which is a self-assessment used by community groups and partner organizations to measure the capacity of the community to sustainably resist slavery.
- **Organizational Capacity Assessment Tool**, which is used to measure partner organization capacity and create capacity-building action plans in regards to program quality, governance, human resources, finances and communication.
- **Survivor Registry**, which is used to track freed slaves and their reintegration.
- **Reintegration Checklist**, used to measure survivors' level of self-sustained independence based on an assessment of progress in the following areas: housing and accommodations; health care; legal status & rights; education & vocational training; employment & income; savings; physical protection; community support; and spiritual support.
- **Media Effectiveness Checklist**, used to measure whether media stories (using radio, print, digital or other means) effectively communicate (categorized into accuracy, completeness, tone, and impact) about the slavery situation and/or solutions relevant to national or local context.
- **Advocacy Milestone Tracker**, which tracks progress towards desired policy changes.
- **Coalition Organizational Capacity Assessment Tool**, which helps identify key areas of strength and areas of potential improvement for a coalition's development, and then helps create an action plan to build a coalition's capacity. The assessment focuses on five key performance areas: governance and management; program quality; human resource and capacity development; external relationships; and operations.

Appendix D: Additional Program Evaluations

Over the last few years, a number of program evaluations have been carried out for various FTS supported projects. These projects have all used FTS' Community Based model, although some of these evaluations took place before or during the time that the model was being formalized. We have used these program evaluations to provide important additional information about outcomes and impact – changes that took place over time where the FTS model contributed to the results. Here are brief descriptions of the program evaluations that are included in this evaluation.

DRC SFCG evaluation

"Strengthening Community-Driven Responses and Accountability Mechanisms to End Slavery in Eastern DR Congo Mining Zones" was a 24-month project by Free the Slaves and its partner organizations between 2013-2015. It was designed to:

- Increase resistance to slavery in 15 vulnerable mining communities in North Kivu province
- Increase knowledge of slavery and means for resisting slavery among the general public in eastern DRC
- Establish an anti-slavery coalition of Congolese civil society organizations.
- Increase government officials' anti-slavery knowledge and actions in North Kivu province.

A summative evaluation of the project in 2015 was conducted by an external evaluation consultant. They compared results that had been collected from a community survey at the beginning of the project with an endline survey, ongoing monitoring results as well as focus groups and key informant interviews.

Haiti evaluation

In 2011, FTS began a three-year project in partnership with FLL entitled "Freedom for Haiti's Children: Community Action to End Slavery Locally and Nationally," funded by the U.S. State Department Office to Monitor and Combat Trafficking in Persons (J/TIP). The project aimed to prevent and reverse the flow of children from Haitian source communities into *restavèk* slavery. The project utilized a holistic method for community development that is one of the first of its kind in Haiti. The Model Communities approach included the following activities and interventions:

- Community based assessment including household surveys, social mapping and participatory wealth ranking
- Open space dialogues to involve community members and gather community input at each stage of the project
- Participatory dialogue-based learning using a child rights curriculum and a reproductive health and family planning curriculum
- Child protection committees
- Accelerated education programs for overage children
- Advocacy at the community and national levels

- Livelihoods interventions began late in the program and included savings and loans groups.

An evaluation of the project was conducted in 2014. The internal evaluation used a mixed-methods approach to assess the project and the effectiveness of the Model Communities approach.

MSEMVS *evaluation / Harvard FXB*

Free the Slaves has partnered with the Indian organization MSEMVS for more than a decade, collaborating in the creation and implementation of community-based anti-slavery interventions. The organization has worked in communities with high levels of exploitation through a community empowerment approach that enables community groups to identify their own key priorities. MSEMVS helps these groups achieve sustainable gains in their organizing capacity by developing education opportunities, generating alternative labor training in new skill sets, increasing an understanding of legal rights and available legal support, and linking these groups together to achieve broader changes.

A research project carried out by Harvard Center for Health and Human Rights aimed to determine whether forced and bonded labour had been eradicated in villages where MSEMVS worked, and to measure the "Freedom Dividend" or effect of their interventions on a wide range of social and economic vulnerability factors. The researchers compared communities where MSEMVS had been working to comparable communities where no direct interventions occurred.

Koukrouthi study

In India, FTS partner organization MSEMVS conducted baseline and follow up surveys in a number of communities to determine whether the community based model was eradicating slavery and contributing to improvements, if any, in the economic, social, educational, health, and political status of the households residing in the villages. A report on the analysis of the results from the village of Kukrouthi was published in 2012.

Ghana child rights in mining pilot project

Between 2011-2013, Free the Slaves worked with partner organizations to implement a pilot project aiming to improve respect for children's rights in and around gold mines in Ghana. The project was carried out in 10 communities where unlicensed, informal, small-scale and artisanal gold mining takes place in the Ashanti region. The project began with a baseline assessment of knowledge, awareness and behaviors around child sex trafficking, hazardous child labour and exploitation and abuse of children. The project then developed booklets and community members met in groups for four months to discuss the illustrated stories and how to take up ways to protect children and reduce sexual violence and child labor. An evaluation in 2013 used interviews, focus groups and observation and compared the results to the baseline contextual research collected in 2011.

Close-Out Workshop reports

Nepal Partners report

Free the Slaves has been working in Nepal since 2006. By 2016, it had worked with 4 different organizations working on slavery issues in Nepal. In December 2016, the Nepal partners held a two day workshop with the FTS Nepal Country Director to review their successes, challenges and future directioins. Funding for the Nepal partners was unavailable for 2017. A report summarizing this workshop highlighted information about the relationship between Free the Slaves and the partners. While this is not an external evaluation, it provides important perspectives on the successes, challenges and lessons learned from the implementation of the community-based model in Nepal.

India MSEMVS close out report

At the end of the JTIP funded project in 2015, FTS and 40 MSEMVS staff conducted a two day workshop to review the successes, challenges and lessons learned. The systematic review is not an external evaluation but provides important internal perspectives from the partner about implementation of the community-based model with FTS in India.

Appendix E: Indicators for the Community-Based Model

Result	Indicator	Description and Disaggregation	Data Collection Tool
Result Area 1: Slaves freed and reintegrated			
	Number of slaves freed	The number of slaves who used to meet all three conditions of slavery (1. Forced, coerced, or deceived to provide labor or sexual service, 2. Under the threat of physical or psychological violence or other serious harm, and 3. Unable to walk away) who are no longer in slavery, and are now living in freedom as a result of: • rights education (those who directly received information about their rights or whose family members or community received information about their rights), or • rescue efforts (including FTS or government/civil society partner detection or law enforcement), or • other FTS and civil society partner efforts Disaggregation: % female, % under age 18, type of slavery (including those in transit to slavery), slavery industry **Note: This also includes those people who have been rescued in transit to situations of slavery.**	Survivor Registry (a tab within the partner quarterly reporting template)
	Number of freed slaves who are effectively reintegrated	The number of freed slaves who have achieved self-sustained independence based on an assessment of whether their status on the following criteria is similar to their peers/neighbors: housing and accommodations; health (including mental health); legal status and rights; education and vocational training; employment and income; savings and loans; physical protection; community support; and spiritual support. Disaggregation: % female, % under age 18.	Survivor Registry (a tab within the partner quarterly reporting template) Reintegration checklist
Result Area 2: Individual knowledge, attitudes and practices strengthened			

	Number of people reached through rights and risks education or awareness	The number of community members who have received information about their rights and risks OR have been introduced to information about the local existence of slavery and/or the types of slavery. Disaggregation: % female, % under age 18. **Note: this indicator has combined two indicators from 2014-2016 (number of people reached through awareness and number of people educated in rights and risks) into one indicator.**	Quarterly indicators tracker within partner quarterly reporting template
Result Area 3: Strengthening Community Resistance to Slavery			
	Number of communities receiving support from FTS partners	The number of communities that have actively been supported by FTS partners with any type of assistance during the year **Note: This only measures the number of communities in which we are doing long-term work towards eradicating slavery - not just one-time meetings.**	Quarterly indicators tracker within partner quarterly reporting template
	Number of communities maturing towards sustainable resistance to slavery	The number of communities with a maturity score (for sustainable resistance to slavery) that increased by at least half a step on the maturity rating scale relative to the prior year's rating (i.e: 5 points higher on the 45 point FTS standard Community Maturity Tool). **Note: The community can only be counted as maturing if it has already completed the CMT at least once before.**	Community Maturity Tool
	Number of communities that have reached the full level of maturity	Number of communities who have reached the full level of maturity of sustainable resistance to slavery (i.e. scored 40 to 45 points on the FTS standard Community Maturity Tool AND both the community members and partner organization agree the community is mature)	Community Maturity Tool
Result Area 4: Improving Socio-economic Status			
	Number of at-risk individuals receiving SES services	The number of at-risk individuals (who are NOT slaves or slavery survivors) who have received direct SES services from FTS partners or who have been supported to access rights and/or services.	Quarterly indicators tracker within partner quarterly

		Disaggregation: % female, % under age 18, type of service (income generation/financial, psychosocial, legal, education, other) Examples: -application for government identity documents, entitlements, legal status, etc. -filing for services such as schools, water pumps, roads, etc. -legal advice or counseling -health education (such as reproductive health, nutrition, hygiene) -making referrals for health care, legal services, rehabilitation, etc. -enrolling children in government schools -forming/supporting/training SHGSs or savings and loans groups (not direct loans to individuals) -business management training -vocational training -IGA training -facilitating linkages to banks, wholesalers, or retailers -rehabilitation of slavery survivors -opening or running accelerated education programs/transitional schools (including if support is just a portion, such as teacher salary) -psychosocial counseling -life skills training -financial support -loans/microcredit financing/seed capital for individuals or households (not group level) -health screenings/health camps -scholarships -providing supplies/uniforms for students **Note: this indicator has combined several indicators about SES from 2014-2016 into one indicator.**	reporting template
	Number of slaves receiving SES services	The number of people who currently meet slavery definition who have received direct SES services from FTS partners or who have been supported to access rights and/or services.	Quarterly indicators tracker within partner quarterly

		Disaggregation: % female, % under age 18, type of service (income generation/financial, psychosocial, legal, education, other) Examples: (see Number of at-risk individuals receiving SES services) **Note: this indicator only applies to people currently meeting the slavery definition, including forced marriage. Also, this indicator has combined several indicators about SES from 2014-2016 into one indicator.**	reporting template
	Number of slavery survivors receiving SES services	The number of slavery survivors who have received direct SES services from FTS partners or who have been supported to access rights and/or services. Disaggregation: % female, % under age 18, type of service (income generation/financial, psychosocial, legal, education, other) Examples: (see Number of at-risk individuals receiving SES services) **Note: this indicator only applies to slavery survivors. Also, this indicator has combined several indicators about SES from 2014-2016 into one indicator.**	Quarterly indicators tracker within partner quarterly reporting template
Result Area 5: Government anti-slavery policies, practices and capacity strengthened			
	Number of arrests	The number of individuals arrested over the prior year for violations of slavery-related laws (including slave-holding, trafficking, accessories to crimes, etc.) or of laws violated in the course of committing slavery-related crimes (e.g. rape, assault, murder) in cases receiving support from FTS partners	Quarterly indicators tracker within partner quarterly reporting template
	Number of prosecutions	The number of individuals prosecuted for slavery-related crimes or crimes committed in the course of committing slavery-related crimes in cases receiving support from FTS partners	Quarterly indicators tracker within partner quarterly

			reporting template
	Number of convictions	The number of individuals found guilty following a criminal trial of slavery-related crimes or crimes committed in the course of committing slavery-related crimes in cases receiving support from FTS partners	Quarterly indicators tracker within partner quarterly reporting template
	Number of government agencies receiving training and/or technical assistance	The number of government agencies receiving training and/or technical assistance from FTS partners. This indicator is for offices or agencies. Individuals government employees, such as police officers or ministers should not be included in this count. Disaggregation: Government sector	
	Number of government officials receiving training and/or technical assistance	The number of government officials receiving training and/or technical assistance from FTS partners. This indicator includes individuals, not offices or agencies. Disaggregation: Government sector Example: If you do a training with 100 police officers from 3 district offices, then you count that as 3 agencies (indicator above) and 100 officials (this indicator). Example: If you support the Minister of Health on a policy then you count that as 1 agency and 1 official.	
Result Area 6: Strengthened Partner Capacity			
	Grassroots partners' organizational capacity score	Score from Organizational Capacity Assessment Tool Decomposition of score by: capacity categories	OCAT (standard tool available)

Appendix F: Organizational Capacity Assessment Tool (OCAT)

FTS assesses the capacity of its grassroots partners using an organizational capacity assessment tool (OCAT). The purpose of the Organizational Capacity Assessment Tool is to support FTS partner organizations in identifying key areas of strength and areas of potential improvement in order to inform future areas of the organization's development.

This tool is designed in such a way that the rich discussion and qualitative information is captured as well as a numerical summary. In some cases, this tool was used both prior to a partnership agreement with FTS as a baseline organizational capacity measure and as an annual measure of progress. Findings from the assessment were intended to mark the achievement of goals and milestones set from previous years and highlight areas of focus for future development, thus it may also form part of the annual planning process.

This assessment tool should be administered as a collaborative, learning process within the partner organization and with FTS. The assessment tool focuses on Statements of Excellence within five Key Performance Areas:

- Governance and Management
- Program Quality
- Human Resource and Capacity Development
- External Relationship
- Operations

The organization selects an assessment team to represent a cross-section of the organization, including staff at all levels (including board members, executive team, and field teams), and including staff knowledgeable about each functional and technical area of the organization. Although FTS may only fund one project of the organization, the assessment team should include the entire organization.

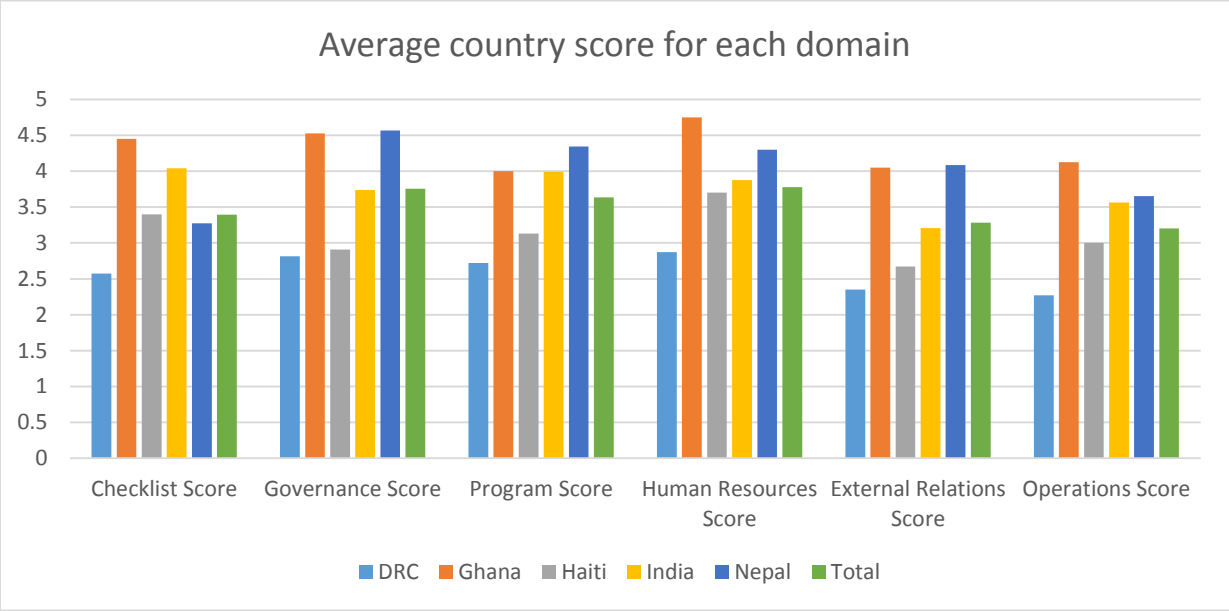
The facilitator reads each statement and the group then discusses their understanding of the situation in their community. The group then decides on the number of points to assign to the statement ranging from "needs urgent attention" to "excellent".

Once the exercise is finished, the facilitator adds up all of the points and the score is then ranked from Starting Up, In formation, Functioning and Developing, Well-Established, and finally Mature. There are 75 statements in the five categories.

The assessment team then decide on its development goals with the aim of building the organization's capacity to move from one level to another, giving careful consideration to capacity, importance, resources, and urgency. The team will hope to achieve all of the goals it sets for the coming year, so these goals must be challenging, but also prioritized and realistic. As development priorities are defined, the organization should seek a wide range of sources and methods to support those improvements, which could include direct help from the FTS Country Director, the use of a portion of FTS grant funds, or other sources of support.

Appendix F: OCAT Scores by Domain

The OCAT has five domains that are averaged together for the overall score, plus an average score for the Checklist. These domains are: Governance and Management, Program Quality, Human Resource and Capacity Development, External Relationships, and Operations. The following chart shows the variation by country for each domain.



From the chart above, it is possible to see country level differences in some domains. For example, DRC and Haiti score quite a bit lower than Ghana and Nepal on the Governance and External Relations Score. Similarly, DRC stands out for a much lower score for human resources, while the other countries scores cluster closer together, with Ghana standing out with a much higher score. The differences in the scores for each country for each domain were statistically significant.

Appendix G: Time-series Data on Access to SES

	2014	2015	2016	Total
Individuals supported to access their SES (3.3a)	8,000	7,305	9,258	**24,563**
Individuals who successfully accessed SES (3.3b)	4,659	3,324	7,819	**15,802**
Proportion of individuals who have successfully accessed SES as a result of the support provided (3.3c)	0.58	0.46	0.84	**0.64**

Appendix H: Time-series Data on Slaves Freed, by Country

	2014	2015	2016	Total
Brazil	30	5		**35**
DRC	92	101	122	**315**
Ghana	73	2	105	**180**
Haiti	1	0	91	**92**
India	2,045	937	765	**3,747**
Nepal	24	61	40	**125**
Total	2,265	1,106	1,123	**4,494**

Appendix I: Average Time to Effective Reintegration

	Average time to reintegration (in days)	Median time to reintegration	Minimum time to reintegration	Maximum time to reintegration	Number of Reintegrated Slaves
DRC	46	30	0	260	28
Ghana	1	0	0	2	3
India	1,458	1,412	569	2,537	133
Nepal	12	2	0	87	28
Overall	**1,019**	**1,124**	**0**	**2,537**	**192**

Appendix J: Community Maturity Tool (CMT)

Traditional impact measures of anti-slavery interventions have focused on individuals – changes in slavery prevalence and knowledge and awareness.

The Free the Slaves model is focused on community-level transformation. The Community Maturity Tool (CMT) is a facilitated self-assessment guide used by community groups and partner organizations to measure changes in community level resistance and resilience to slavery. As designed, the CMT is used in a facilitated session with the whole community – or the local community anti-slavery group – to collectively discuss and come to consensus on a series of benchmarks (criteria) that are designed to measure whether and to what extent the community is slavery-free and resistant to threats of slavery. The goal of the Free the Slave model, and what the CMT is designed to measure and encourage, is a community that works collectively to end slavery and trafficking, and can do so without intensive support from outside the community.

The tool is structured with a set of 7 domains:

- Overall Achievement: Slavery has been ended in this location
- Public Awareness about Trafficking and Slavery
- Rights education
- Improved household welfare
- Reintegration of Survivors
- Strong community group for collective action against slavery
- Decision making and follow through of anti-slavery group.

In each category, there are series of statements (usually 45 in total) that are discussed and through consensus determined whether the statement is Completely true, Partially true, or Completely untrue for the community, or a similar scale.

Free the Slaves guidance to in-country staff and local partners is to adapt the CMT to local context. "Slavery looks different in each country and region, so anti-slavery organizations' strategies can vary; laws and government entitlements can also differ. Thus it is important to adapt the tool to each particular context." (Free the Slaves) An adaptation guide is included in the CMT Guide, as is a facilitators guide.

Members of the local community group (e.g. Community Vigilance Committee, Community Protection Committee, or other equivalent structure) and FTS local partners, implement the CMT. They facilitate the session to ensure participation by all. Other staff from the partner organization, and even staff from other partners such as FTS, may support or participate in the assessment process as possible and desirable.

Once the tool is completed, the team adds up the points and an overall score is calculated for the community. In general, the scale is as follows:

Maturity Rating Scale

0-9	Starting up
10-19	Developing
20-29	Strengthening
30-39	Well-established
40-45	Discuss if Mature

The Maturity score is then considered when developing Community Action plans as well as in the work plan development for the partner organizations.

It is evident that the Community Maturity Tool was used differently in different contexts between 2014-2016. For example, in Nepal, the CMT is scored on a scale from 1-100 (for this chapter, these results were rescaled to match the general CMT scores).

In India, partners worked with large numbers of relatively small communities. When the program was in the early stages, such as when partners were doing initial outreach or where a Community Group had not yet been established, MSEMVS programs did not use the CMT.

Within MSEMVS' projects, when a Community Group was established, it included most members in the community. Staff create a village profile and maintain a registry of community members. MSEMVS used the tool when local partners believed that a given community was coming to maturity. The decision on when to implement the tool was based on the judgment of the staff. They did not have set criteria or a standard way to determine when to use the CMT.

When the Community Maturity Tool was used, it was primarily the Community Group members who participated, with other community members participating to give their agreement and disagreements with the assessment. When using the CMT tool, MSEMVS Bihar asked non-Community Group members to participate in the discussion.

MSEMVS TIP UP administered the CMT with the Community Group members, their friends and family, as well as other community members. If former traffickers had changed their attitudes and understanding, than they might also participate in the CMT exercise.

As discussed earlier, more than one group may be present in a single community. In some cases, entries for the same community with different populations were present in the dataset. In the subsequent analysis of communities, each such entry has been treated as a separate community, although they are subsets of the same community. This could have the effect of lowering the average population size per community and raising the number of communities supported for particular countries and/or partners.

The maximum number of times the CMT could have been conducted for one community or community group within this dataset is 7 (one pre-2014 CMT, and 2 CMTs for each year 2014-2016). In total, the tool was used 874 times, including 64 CMTs conducted by WOSCC prior to 2014.

Table: number of communities / community groups that conducted CMT

	Number of communities/ community groups
DRC	54
Ghana	21
Haiti	9
India	212
Nepal	165
Grand Total	**461**

Appendix K: Average Size of Communities, by Country

For some, although not all, communities supported between 2014 and 2016, the supporting partner recorded the communities' population sizes. This section will review and analyze this population data, examining overall figures, as well as data by country and partner. As mentioned previously, in some cases, population information for multiple subsets of communities, rather than a single population entry for the entire community, was recorded. In such cases, this analysis treats each subset as a separate community. This could result in the presenting of lower than actual population sizes for a greater than actual number of communities in the case of some partners and/or countries.

Of the 2,169 communities supported, population information is available for 1,407 communities. India accounts for 611 of the communities of the 762 communities for which no population data is available, and Haiti accounts for another 80 of these communities. There is also no data on population for the 38 communities supported in Brazil between 2014 and 2015.

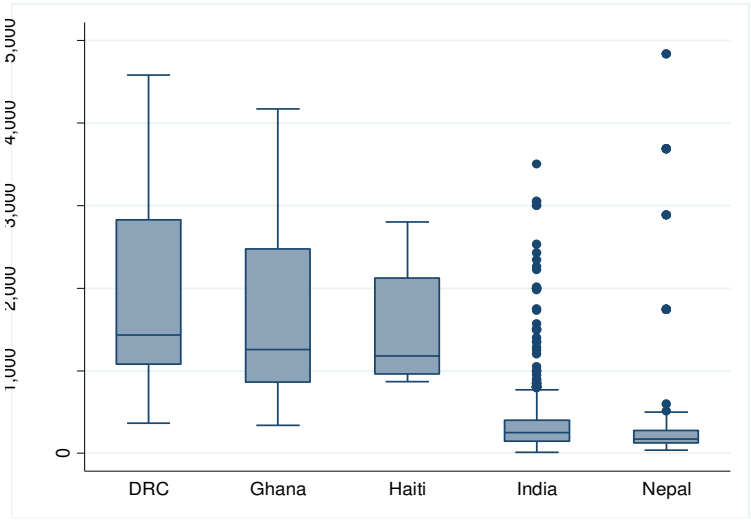
Table: Community population data, by country

	Average	Minimum	Maximum	Median	Communities w/ Population Data	Number of Communities Supported
Brazil	-	-	-	-	-	38
DRC	6,115	367	75,600	1,790	78	78
Ghana	2,983	340	14,679	1,699	51	68
Haiti	1,490	867	2,800	1,180	9	89
India	329	15	3,500	250	1,057	1,668
Nepal	1,216	39	18,775	183	212	228
Total	887	15	75,600	250	1,407	2,169

Looking at the population data by country, the population figures for India and Nepal stand out as much lower than those for DRC, Ghana, and Haiti. The average population of the 1,057 communities supported in India between 2014 and 2016 was 329, 900 fewer than the nearest country average (Nepal). The median population, too, is well below those in DRC, Ghana, and Haiti. While the average population size in Nepal is well above India (this average is inflated by the 29 communities supported by Shakti Samuha, as discussed later in this section), the median supported community population size is only 183. The difference between the populations of the communities in these two countries and DRC, Ghana, and Haiti is clearly illustrated in the chart below. (The maximum population size in this chart has been restricted to 5,000 in order to more clearly display the results for India and Nepal. As a result, the population sizes for 40 of the 1,407 supported communities are not included in the box chart below. This exclusion most impacts the results for DRC, where 14 of 78

communities have populations greater than 5,000 and Ghana, where 11 of 51 communities have populations greater than 5,000. A separate, box plot, only excluding 6 outliers with a population greater than 20,000 is also presented below).

Chart: Range of community population size, by country (restricted to populations less than 5,000)



Appendix L: Patterns in Scores by different Domains of the CMT

This section examines how the communities in which FTS was present performed on average across the different domains/categories of the CMT. As a reminder, the tool is structured with a set of 7 domains:

- Overall Achievement: Slavery has been ended in this location
- Public Awareness about Trafficking and Slavery
- Rights education
- Improved household welfare
- Reintegration of Survivors
- Strong community group for collective action against slavery
- Decision making and follow through of anti-slavery group.

Due to missing or incomplete data for some countries, Nepal and the DRC are the only two countries examined in this section. Additionally, due to modifications to the CMT over the 2014-2016 period, the points breakdown by domain was different for Nepal and the DRC. The breakdown used for each country is as follows:

Points breakdown by domain for Nepal	
Domain	**Points**
A. Overall achievement: Slavery has been ended in this location	40
B. Trafficking and slavery public awareness	10
C. Rights education	10
D. Leadership & Group Unity	10
E. Decision Making, Planning, and Monitoring	10
F. Reintegration of survivors	10
G. Improved access to SES	10
Total	100

Point breakdown by domain for the DRC	
Domain	**Points**
A. Overall achievement: Slavery has been ended in this location	5
B. Trafficking and slavery public awareness	7
C. Rights education	5
D. Improved household welfare	6

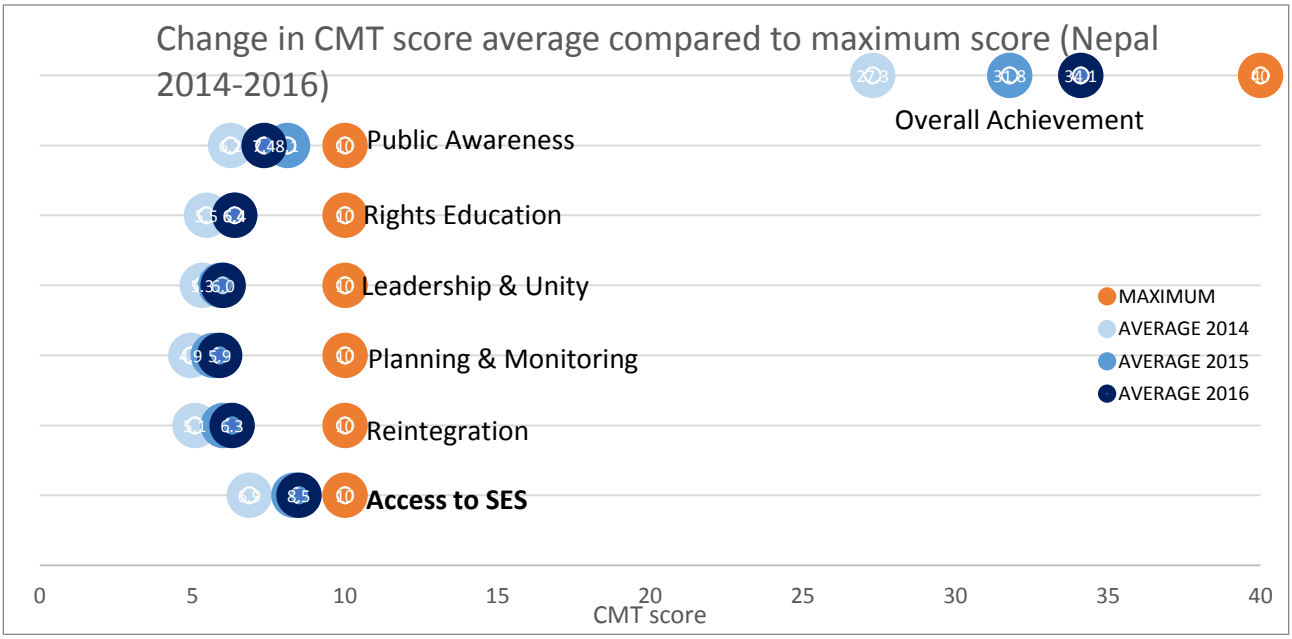
E. Reintegration of survivors	6
F. Strong community group for collective action against slavery	9
G. Decision making and follow-through of anti-slavery group	7
Total	45

NEPAL

The analysis undertaken in this section looks at the average score for all communities, by each domain, for the 2014-2016 period. Note that the total number of communities used to calculate the averages differ from year to year, due to inconsistencies in the data collected (for e.g. some communities have CMT data for 2015, but are missing data for 2016). Each year is analyzed separately in the following 3 charts. In other words, each chart examines how the average domain score for all communities tracked in Nepal differs from the maximum score attainable for each year individually.

For the Nepal communities for which the CMTs were available for analysis of the different domains, we found that the highest scores were found in the "Overall Achievement: Slavery has been ended in this location" domain. Additional high scores (generally 80% or higher) were found for the "Trafficking and slavery public Awareness" domain and the "Improved access to socioeconomic services" domain. The "Decision Making, Planning and Monitoring" domain for community groups was consistently the lowest scoring domain.

We also examined how the average score by domain has changed over time in Nepal. The next chart shows these changes over time.



The chart above shows that there was an increase in the CMT score across all domains from 2014 to 2016. All domains, except the "Trafficking and slavery public awareness" domain, also showed an increase in score from 2015 to 2016 specifically. The "Trafficking and slavery public awareness" domain score decreased from 8.1 in 2015 to 7.4 in 2016, but nevertheless remained above the 6.2 score from 2014. The highest rise in domain score for 2014-2015 was for the "Overall achievement: Slavery has been ended in this location" domain, with an increase of 25% over those 3 years. All other domains experienced an increase in scores of more than 10% from 2014 to 2016, with "Reintegration of survivors" and "Improved access to SES" domain scores increasing by more than 20%. The lowest increase in score was for the "Leadership & Group Unity" domain.

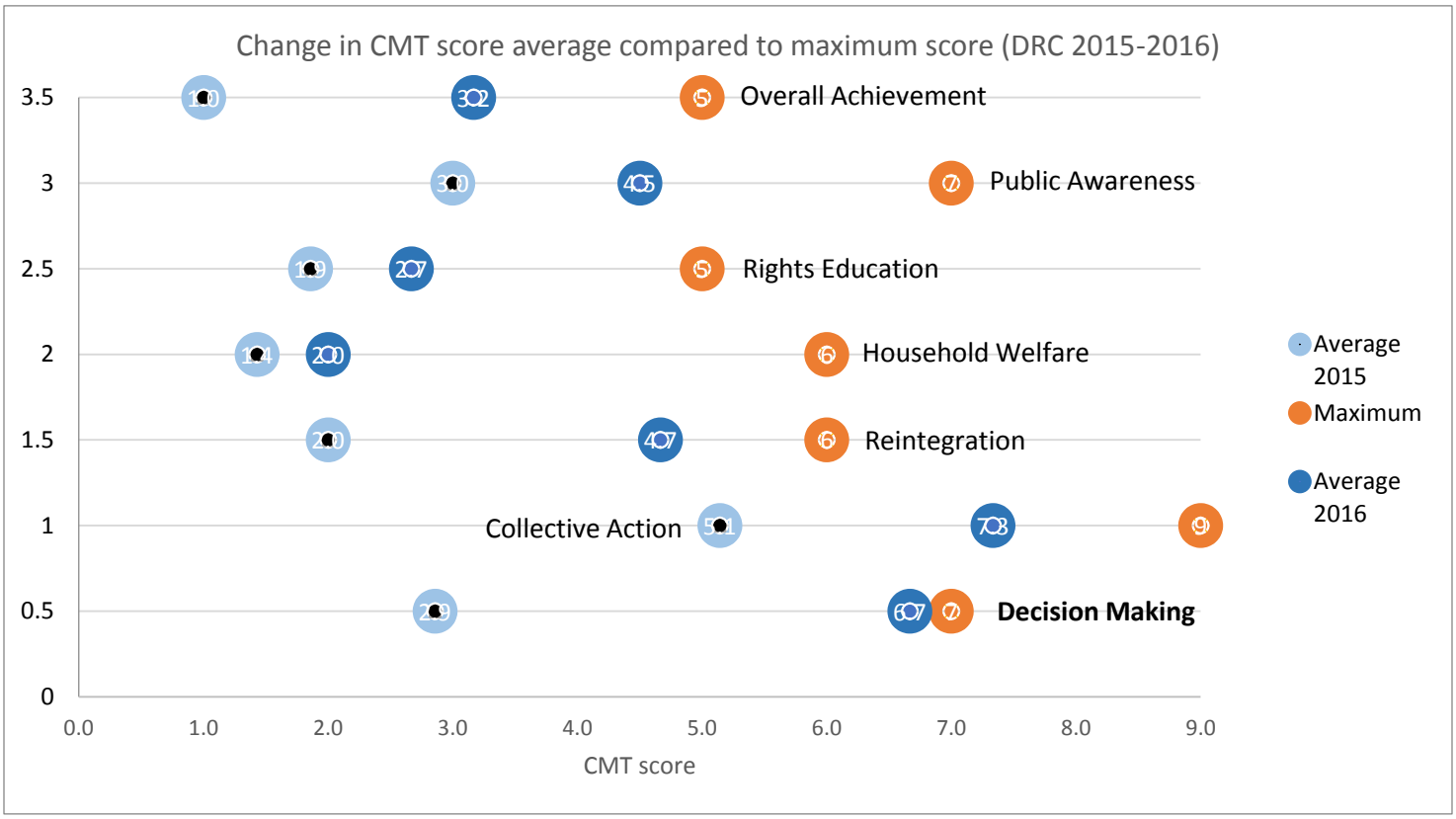
DRC

The analysis undertaken in this section looks at the average score for all communities, by each domain, for the 2014-2016 period. It should be noted that the total number of communities used to calculate the averages differ from year to year, due to inconsistencies in the data collected (for e.g. some communities have CMT data for 2015, but are missing data for 2016). Each year is analyzed separately in the following 3 charts. In other words, each chart examines how the average domain score for all communities tracked in the DRC differs from the maximum score attainable.

In DRC, there was less consistency in the scores for the various domains than in the Nepal communities. While there were major variations in the average score by domains for each of the 3 years analyzed, the "Overall achievement: Slavery has been ended in this location" and "Improved household welfare" domains consistently obtained low scores. In addition, communities in which the CMT was implemented seemed to score the highest in the "Strong

community group for collective action against slavery" and "Decision making and follow-through of anti-slavery group" domains.

We also examined how the average score by domain has changed over time in DRC. Due to the lack of data for 2014, the change in score is analyzed for the 2015-2016 period only (data on only 6 communities was available for both 2015 and 2016).



The chart above shows that there was an increase in score for every domain on the CMT for the 2015-2016 period. The highest change in average score was for the "Overall achievement: Slavery has been ended in this location" domain, with an increase of over 200%. The "Reintegration of survivors" and "Decision making and follow-through of anti-slavery group" domains also showed an increase of more than 130% in their average scores. All the other domains showed an increase of 50% or less. The "Improved household welfare" showed the lowest increase in average domain score. This particular domain was also one of the two domains with the lowest scores in each of the years from 2014 to 2016, as outlined in the previous section.

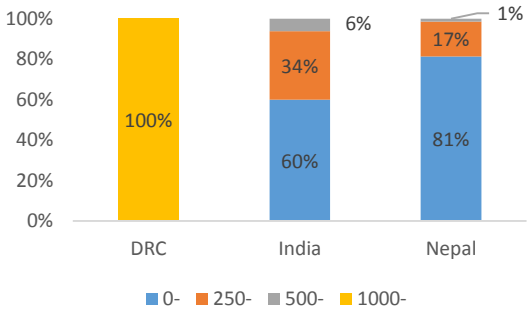
Appendix M: Further discussion of "Characteristics of Mature Communities"

The assumption that country programs that are more established happen to serve communities that are of a smaller size is supported to some extent by the data on population size for mature communities broken down by country. Of the 143 mature communities with population size data, 140 of these are located in Nepal or India, and none of these communities are larger than 1,000. The only (3) communities that are not in India or Nepal are located in DRC, and all are larger than 1,000. A similar distribution is reflected in the data for communities that have not yet reached the maturity threshold – in India, 90% of the supported communities are smaller than 500, and in Nepal, 97% are smaller than 500. Between the two countries, only 3 communities are larger than 1,000. The distribution is almost exactly reversed in Ghana and DRC – where 100% and 98% of the supported communities, respectively, are larger than 500.

This data does not provide conclusive evidence that greater ability to reach the maturity threshold is linked to smaller community size. Ability to reach the maturity threshold could be aided by a smaller community size, but the supporting evidence in this dataset could also indicate a relation between geographic location and ability to reach the maturity threshold and/or time supported by FTS partners and ability to reach maturity.

Table: Population size of mature communities, by country

	0-249	**250-499**	**500-999**	**1000+**	**Grand Total**
DRC				3	3
India	39	22	4		65
Nepal	61	13	1		75
Grand Total	**100**	**35**	**5**	**3**	**143**



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