

Report

Evaluation Case Management Support Project (CMSP)

Ratanak International, Cambodia

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Sincerely,

Consultant team,

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Abbreviations and Acronyms

AHTJP	Anti-Human Trafficking Juvenile Police
ASEAN	Association of South Eastern Asian Nations
CMDG	Cambodia’s Millennium Development Goals
CC	Commune Council
CCWC	Commune Council for Women and Children
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CDP	Commune Development Plan
CIP	Commune Investment Plan
CMSP	Case Management Support Project
CRC	Convention on the Rights of the Child
CRUMP	Cambodian Rural Urban Migration Project
ERIKS	ERIKS Development Partner
DAC	Development Assistance Committee
DOSVY	District Office of Social Affairs, Veteran and Youth Rehabilitation
DOWA	District Office of Women Affairs
ILO	International Labour Organization
IOM	International Organization on Migration
LA	Local Authority
MoLVT	Ministry of Labour, Vocational Training
MoP	Ministry of Planning
MoU	Memorandum of Understanding
NCSTSL	National Committee to Lead the Suppression of Human Trafficking, Smuggling, Labour and Sexual Exploitation in Cambodia
NPACTIP	National Plan of Action for Counter Trafficking in Persons
RGC	Royal Government of Cambodia
RI	Ratanak International
SDG	Sustainable Development Goal
UNDP	United Nations Development Program
UNODC	United Nations Office on Drugs and Crime
UNICEF	United Nations Children Fund

Executive Summary

1. Introduction

1.1. Evaluation Purpose

This is the first external evaluation of the CMSP commissioned by Ratanak, although previous internal evaluations have been conducted and the project is monitored on a quarterly basis. This evaluation was carried out from January to April 2019, covering the project implementation period from 2016 to 2018. The results and recommendations are expected to contribute to the formation of Ratanak's new strategic planning during May-June 2019.

1.2. Evaluation Objectives

The objectives of the external evaluation were to:

- i. Identify the project's relevance within the repatriation and reintegration process*
- ii. Determine the project's effectiveness at reaching its objectives*
- iii. Measure the efficiency of the program's activities in relation to its outputs*
- iv. Analyze the impact the project has had on direct and indirect beneficiaries*
- v. Determine the sustainability of the project*

2. Methodologies of the Study

- **Desk review:** Key project document (proposal, logical framework, ME framework, project implementation/activity documents) and Chab Dai's publications from Butterfly longitudinal research project.
- **Consultation with RI and CMSP project staffs:** To obtain overall views of staff about the project implementation, to identify key issues (success and challenges) and to discuss the design of questionnaires for in-depth interviews and other form of data collection, as well as verifications of preliminary findings.
- **In-depth interview/Key-informant interview (KII):** with survivors of human trafficking (direct beneficiaries of the project) and their family members, local police, local authorities, provincial and national key stakeholders and Cambodian Embassies in project target countries.
- **Focus Group Discussion (FGD):** Group discussion with some community members (adults)
- **Direct observation:** Consultant team's observations about the degree of the participants' participation in the project, and quality of the materials produced from the project and how they have been used.

3. Target areas and groups

The evaluation was carried out in Phnom Penh, Kandal, and Kampong Cham through the consultation with the CMSP team members and the Ratanak management team. Moreover, some interviews with key stakeholders in foreign countries were conducted, including Malaysia, China, and Vietnam. In total, the study met 49 key stakeholders (29 females), including survivors of trafficking and/or abuse, family members of survivors, national, provincial and local

government departments' officials, Cambodian Embassy officials, partner NGOs, police and local authorities.

4. Evaluation Findings

The main evaluation finding was that CMSP has successfully created an international platform for a referral for providing services for victims of human trafficking in foreign land so that they can return back to Cambodia. This referral system has continued to evolve with support from CMSP so that it could serve as a main referral mechanism of the Cambodian government as an international response mechanism. Without CMSP's technical and financial support, such an international platform could not have established as it is found now. All other activities of CMSP have been carried out to ensure comprehensive service package can be delivered to victims who successfully come back to Cambodia through an international referral system. The evaluation also identified some space for improvement to more effectively deliver services for victims of human trafficking and to conduct effective monitoring to ensure the effective project direction, which is summarized in the recommendation part.

4.1. Provide Hotline Service

Key Achievements

A phone line was set up and utilized: A phone line set up by CMSP was utilized by local authority and police officers who had been engaged in Chab Dai's HERO project and sometimes family members of victims of human trafficking are also calling for some information.

Key Challenges and Limitations

No trained/specialized staff to receive the calls for 24 hours, which sometimes led to an inability to provide services on a timely manner

Phone Managing System not yet fully functional: Phone managing system was reported to have gone through a number of improvements but at the time of this evaluation the project still faced some technical problems, which will be fixed in near future.

4.2. Provide Repatriation Service

Key Achievements

CMSP successfully formulated a referral system for repatriation services: The CMSP greatly contributed to creating an international platform by linking authorities in Cambodia and in foreign countries (such as Cambodian Embassy) to enable survivors of human trafficking to return to Cambodia. In total, 373 survivors (365 client from foreign countries 8 clients were in Cambodia)) were supported for repatriation through a referral system. Among 365 survivors, 327 successfully returned back to Cambodia, and 144 were provided air-tickets from CMSP.

Key Challenges and Limitations

Identification of victim/survivors remained as a challenge: The identification of survivors and victims remains as a challenge by the Cambodian Embassy staff and the Anti-trafficking police officers because not all "victims" tell them about their personal story and sometimes they told a lie in order to receive support to return back to Cambodia. Also, legal framework in

destination countries (such as non-recognition of human trafficking) can prevent a smooth repatriation as victims can be treated as criminal offenders when they carry no legal document.

Challenges in client tracking system: The current database management system (Salesforce) face some challenges and it is not easy to keep accurate number of; (1) how many returned from which country and (2) how many were contacted/assisted by the CMSP but still waiting for the repatriation in foreign land. Although for a longer-term period (such as over 2-3 years), tracking of an accurate number of clients that CMSP has assisted could be easily known, on a quarterly basis that Ratanak requests Chab Dai to report, it can be difficult for the system to quickly find out the accurate number due to the nature of its database system. .

4.3. Provide Referral Service

Key Achievements

After repatriation, MOSVY facilitated referral so that survivors returned to their community (186 clients) or referred to NGOs (129 clients): Greatly owing to CMSP support, MOSVY was empowered to become the main agency for referrals though some financial and technical supports are still provided from CMSP.

Key Challenges and Limitations

Survivors are routinely interviewed by multiple authority/stakeholders: The current referral system can be sometimes distressful for survivors, because survivors were repeatedly asked the same questions about their traumatic experiences by multiple authorities/service providers (NGOs). Lack of uniformed information sharing system amongst different service providers sometimes force victims to relive trauma or increase stigma.

In some cases, no specific case manager is found at Chab Dai: Since there were several staff members who are working on one case (such as case manager, social workers and counsellors), sometimes partner NGOs reported that they cannot easily find out a particular client's information when they contact the Chab Dai project staff for follow up.

4.4. Provide Legal Support Service

Key Achievements

Legal service enables survivors to access to: Legal support, such as filling a complaint to the police, has been highly evaluated by the project partners, especially senior management of the Anti-human trafficking police of MOI. All 373 survivors received legal support from Chab Dai and lodge a complaint to the police about their cases respectively (preliminary legal advice appropriate to their needs).

Some brokers and traffickers were arrested and imprisoned: Owing to the strong cooperation mechanism between law enforcement officers and Chab Dai's project (legal support service that started in August 2017), some cases managed to successfully arrest perpetrators (37).

Key Challenges and Limitations

Most survivors prefer not to file a complaint: Many survivors are trafficked by relatives or neighbors therefore they prefer not to file an official complaint that lead to the prosecution,

limiting the potential for further prevention work.

Some survivors drop cases in the course of legal process: Even when some some clients decided to proceed to pursuing law suits against the perpetrator, some drop the cases due to time consuming process which disturbs their income generation activities. In addition, many survivors were afraid of doing so for fear that their safety is not protected because traffickers may start threatening, or actually some were threatened to drop the case. .

4.5. Provide Follow Up and Counselling

Key Achievements

Clients were delighted with counseling service provided to them: All survivors met in the evaluation study noted that they felt happy and relieved when CMSP staff members provide counseling to them upon their return. The project provided counseling services for survivors to recover from trauma though its effectiveness and outputs were not fully evaluated in this study (the evaluation met with only 8 clients).

Key Challenges and Limitations

Counselors need more training to provide effective counseling: CMSP's social workers and counsellors face multiple layers of challenges in providing counseling, such as limited capacity to identify really needs of survivors or to effectively support survivors (because not all of them share their concerns) to recover from trauma.

Limited survivor follow-up after the reintegration: Although CMSP established a case follow up system in collaboration with MOSVY, it faces challenges because survivors are commonly rushing to find employment opportunities and no effective mechanism exists at the local level by authority to keep track of whereabouts of survivors and to prevent them from being trafficked again.

4.6. Provide Medical Health Check-Up

Key Achievements

Clients were informed about free medical care All the clients (n=8) met in the evaluation were informed about the availability of medical services through health assessment by the project staff . Such assurance by the project staff created supporting environment for survivors who just came back to Cambodia.

Key Challenges and Limitations

Sometimes free medical care care is not provided on time: Only small number of victims (11 out of 327 clients) was referred to medical care upon their return to Cambodia, mainly because they did not declare their health problem. Social workers reported that they feel some survivors were not provided necessary health services on time (as clients do not report the problem to social workers on time).

4.7. Networking and Partnership Building

Key Achievements

Excellent collaboration between Chab Dai and public officials was created owing to CMSP: The CMSP staff members, led by the National Director of Chab Dai, Mr. Ros Yeng, successfully created both national and international networks to assist victims of trafficking in foreign countries. The CMSP project manager, Mr. Chan Saron, was well known figure amongst the state officials and his personality and passion has been highly evaluated by stakeholders. These outstanding human resources at Chab Dai are also a driving force for the networking with state officials to be successful.

Increased cooperation among CSOs/NGOs partners owing to the CMSP networking: CMSP contributed to strengthen cooperation with relevant CSO/NGOs for an effective referral of victims through repatriation and reintegration process, by contributing the capacity building of MOSVY to played a central role in referrals.

Key Challenges and Limitations

Limited information sharing in follow up process: MOSVY is expected to strengthen its capacity in case follow up, however, their lack of financial means make it difficult and they tend to rely on CMSP's financial support.

Challenges in new staff members building good relations: New staff members assigned to the network often face multiple of challenges and difficulties.

4.8. Project Implementation Mechanism

Key Achievements

Great learning opportunities for three parties (Ratanak/Chab Dai/ERICK): This cooperation mechanism amongst Ratanak, Chab Dai and ERIK has created a great learning opportunities for them and has enabled staff members from three different agencies to learn from each other and to improve their own management system respectively.

Key Challenges and Limitations

Different system is difficult to change: Even though there is only one project called CMSP, two different financial system and reporting system exists for Chab Dai (Ratanak and ERIKS) respectively), resulting in unclear division of workload, and those differences have affected effectiveness of the implementation of the project by adding unnecessary additional workload.

5. Conclusions

5.1. Relevance

Are the project's activities and outputs consistent with its overall goal? Activities, outputs and outcomes of CMSP project were identified as highly relevant and consistent with the overall development goals and responding to the needs of the victims of human trafficking.

What is the current scope of needs for people being repatriated and integrated? The most important need of victims was economic empowerment (employment opportunity) for them.

Additionally, counseling services are important as many of them carry trauma and stigmatization.

Where does this project fit within the current landscape of services being offered to the target population? Creating a platform, which is the national and international referral mechanism to provide a comprehensive service package for victims of human trafficking was highly relevant as this was needed, and this mechanism is still evolving to become as an important state's function.

5.2. Effectiveness

How is the hotline used and who is reached through this hotline? The hotline service was used by duty bearers (police officers, local authority, and Community HERO Prevention Project focus persons) to report and/or inquire about the issue of human trafficking

How were survivors identified and/ or referred to CMSP? The survivors were primary identified by the officials at the Cambodian Embassies in destination countries. Then survivors were referred to CMSP staff members by utilizing established platform. for repatriation and reintegration.

How were cases managed, by whom and for how long? Upon survivors' arrival at the Phnom Penh International airport or at the border control with Vietnam, MOSVY officials and CMSP staff members stand by to receive them and that is the start of case management. After repatriation, case management is primarily handled by MOSVY but due to lack of financial means, CMSP support follow up and counselling services (both by family visit and phone calls) are done by CMSP project staff members.

Which services did survivors receive and from who? CMSP project staff conduct a basic needs assessment of survivors, and then survivors receive various supports such as shelter-based temporary care, legal assistance, health care support, counseling, social support and economic empowerment. Depending on the needs of survivors, different stakeholders including Chab Dai, Ratanak and NGOs partners (such as Garden of Hope, Carritas, CBCC of Chab Dai, and others) provide those services through a referral system established by the CMSP and utilized by MOSVY.

5.3. Efficiency

What is the cost of repatriation and reintegration per client? What are the different stages within this process cost? The entire cost for the project was 241,486.18 USD (for three years) and it supported 373 clients in total, therefore, the average cost for one client was 641.42 USD. The budget allocation for case intervention/case support was too small and not being efficient because there were more actual expenditure than expected. However, it was compensated from other expenses; therefore, the cost for case intervention was changed to be efficient. The stages of the process cost includes the cost for case intervention and networking oversea (for case workers), for case intervention in oversea for victims, for case intervention in Cambodia, and for case follow up. .

How are staff time and responsibilities allocated? Are their more efficient ways to allocate/organize this time? The CMSP project was supported by two donors (ERIKS support

for children and Ratanak support for adults, 50%/50% divided). However, allocation of time and responsibility amongst project staff cannot be split into two and there are many complex situations where staff members are required to be flexible to meet emerging issues due to the nature of CMSP's work. Work performance of the project staffs who provide counseling in the field and those who assist repatriation of clients arriving in Cambodia was negatively affected due to the problem in transportation and overtime at the time of evaluation For transportation, CMSP project equip one car but there was driver. Therefore, the project staff members must drive long way to see the client. For repatriation, some staff member must drive all the way to the border to Vietnam or must attend at the international (for the Vietnam cases).

How does the work on training, meetings and networking support and facilitate the assistance to clients? CMSP's collaborative approach with local, national and regional government officials and partner NGOs sought to ensure effective comprehensive service provisions for victim. This networking has created an effective platform to protect victims and capitalized on the strengths, expertise and mandates of stakeholders to protect and support the victims of human trafficking.

5.4. Impact

How many people were impacted, from where and how? In total, 373 clients (survivors of human trafficking (365 in abroad and 8 in Cambodia) were directly assisted by the project support over a three years period. All 365 clients were provided supports from government authorities and partner NGOs in destination countries (223 from China, 118 from Malaysia, 17 from Thailand, 5 from Saudi Arabia, 1 from Singapore, and 1 from Lao)) for repatriation, 327 out of 365 (88%) successfully returned back to Cambodia, and 144 clients among them were provided air-ticket by CMSP.

What real difference has the project made to people who have been trafficked and/or abused? CMSP has directly changed the life of victims by enabling them to return back to Cambodia. The real difference the project has made was that the survivors were given the opportunity to have a new life after being rescued from an inhuman situation (being trafficked).

What are the intended and unintended, positive and negative, long term effects? State officials who have duties to protect the rights of international migrants gained significant knowledge on cross border human trafficking due to CMSP. Additionally, CMSP contributed in establishing a national and international platform to enable victims of human trafficking in foreign countries to return back to Cambodia. However, such assistance also created expectations among the state authority that they are able to seek financial help from NGO project to help their citizens, therefore, it is essential to hold the state authority to be accountable for the protection of survivors of human trafficking by ensuring that part of their own budget is allocated to combatting human trafficking.

5.5. Sustainability

To what extent did the benefits of the project continue for people after their case was closed? The comprehensive service provision for survivors can enable them to start a new life, however to what extent the packages are helpful is unknown. What is evident is that survivors need economic support the most which is still limited.

Is the project able to meet current needs while adapting to changes? Cross border human trafficking that targets Cambodian women have been in trends in last decade, but the method to traffic them have been changed in many ways. To effectively respond to emerging issues, CMSP needs to continue its efforts to work with the state authority (MOI) to identify effective responses.

How are they advocating for government action in the long term? CMSP's advocacy has contributed to raise awareness amongst for the state authority to create a national and international platform for protecting survivors. However, advocacy to state authority in foreign countries is beyond the scope of CMSP but CMSP could consider technically supporting Cambodian government (MOI and MOFA) to enable foreign government authority to acknowledge human trafficking for protecting Cambodian victims in foreign land.

6. Recommendations

6.1. Project Activity Improvement

- 1. To Ratanak, support MOI to enable their hotline to be effective:** Despite the fact that a phone line set up by the project was identified as a pathway to link the victims and CMSP, there was no full-time trained-specialized staff to receive calls. For the purpose of making direct contributions to the CMSP's project objectives, CMSP may consider providing support directly to MOI to train its hotline staff in order to make their hotline more active and effective. Additionally, there are several hotline numbers set up by different NGOs therefore, by conducting a small mapping study to list all the available hotlines by locations and available service would help to improve the hotline services for people who need help. Eventually it is desirable that MOI hotline is widely known to the public and utilized for sustainability and to enable MOI to get first-hand information about the human trafficking cases to take a quick response action.
- 2. To CMSP, spread information about hotline service to rural and remote areas:** The phone line service information has been mainly spread through Chab Dai's projects and its network members. Thus, to enable hotline information to reach a higher number of people, it is highly recommended that CMSP utilizes all available platforms (networks) to distribute the CMSP phone-number card to local authorities and the community, especially those in very remote areas as traffickers often target people in very remote areas who are unaware of human trafficking.

Repatriation process

- 3. To CMSP, assist setting up a clear procedure for victim identification:** As evidenced by many state officials in this study, the victim identification remains as a huge challenge for them, especially when state authority (especially law enforcement officer) in foreign countries are not cooperative, or they deny human trafficking to occur in their land. Commonly officials at Cambodian Embassy are not given specific training on human trafficking before they are dispatched to foreign services abroad. Although this is beyond NGOs' capacity, provided the fact that CMSP has accumulated highly technical professional expertise on human trafficking, it may consider assisting MOI to develop a strong system

for victim identification by following the international standard and Cambodian procedure so that at least Embassy staff find it easier to follow the procedure.

Referral Service

4. **To Ratanak, support MOSVY to fully function for referral:** A referral system was established and managed by MOSVY after clients are repatriated to Cambodia and to maintain such successful referral system, CMSP needs to continue assisting MOSVY for the necessary cost for referral as financial constraints is the biggest challenge of MOSVY. Moreover, if possible Ratanak may consider continuing supporting MOSVY staff members to be regularly trained by some experienced professional social workers/case manager to update their skills and knowledge about client-centered approach.
5. **To Ratanak, support MOSVY to do a mapping of available service:** For improving mechanism, Ratanak and CMSP may consider supporting MOSVY to conduct a mapping of the available service providers for providing comprehensive service package for survivors in more effective way by using a MOWA's victim referral form (in case of gender-based violence).

Legal Service

6. **To CMSP, continue efforts to empower survivors to understand the importance of seeking justice:** Most survivors prefer not to file an official complaint to law enforcement or to the court due to many reasons that include as fear of reparation. This hinders effective prevention work on the ground. Also, even after clients decide to file a complaint, some survivors drop cases because they came to aware that the legal process takes a very long time and participating in hearings at courts disturbs their ability to earn an income. In such a complex situation, the most important approach is to serve the best interest of clients and respect their view. At the same time, however, it is also of crucial importance that criminal offenders are brought to justice. Thus, CMSP recommends continuing empowering survivors to gain legal knowledge but respect their decision on how to move forward.

Follow-Up and Counselling

7. **To Ratanak, expand its service for survivors:** provided the fact that Ratanak has expanded its scope of work and enlarge its operation for providing direct services for survivors, especially counseling services, it is highly recommend that Ratanak consider taking all clients for shelter/counseling and provide direct services, while CMSP may continue supporting MOSVY for an referral and follow up in alignment with the state follow up guideline.
8. **To CMSP/Ratanak, regular training and mentoring for counselors:** The CMSP's social workers and councilors face multiple challenges in providing counseling services to clients, such as limited capacity to identify the real needs of survivors or to effectively support survivors to recover from trauma and stigmatization. The CMSP may consider providing more opportunities for social workers and counselor to attend training (such as at least

once a year for several days), as well as to consider outsourcing some mentoring program by more experienced social workers to support the project staff members.

9. **To CMSP/Ratanak, conduct a small assessment to identify best practice in providing follow ups:** According to the interviews with project's clients (total 8 women), all the survivors reported that they were still stigmatized and some reported that they face discrimination such as gossiping in their own community. Thus, the community may not be always a safe place for them. Therefore, it is better to consider applying diverse methods for follow up (such as inviting clients to come to the project office for counseling so that clients feel more relaxed and freer to speak about their problems), depending on the decision by survivors. Moreover, interviewed clients also noted that they face financial challenges, and social workers also reported that securing their live after reintegration remain as challenge to many survivors. Therefore, CMSP may consider setting up guidelines for economic empowerment for survivors such as a maximum package support (amount) for survivors such as immediate financial support (cash for medical expenses or necessary cost for living if survivors are very poor), vocational training support or even loan.

Medical Health Check-Up

10. **To CMSP, the must support was identified as medical support after repatriation:** Medical support provision was identified as one of the most important services provided by CMSP to clients, as the result can confirm survivors that they are healthy, or they can access to necessary services or medication. Commonly, Cambodian people lack understanding about the need for regular medical checkups, therefore by providing medical checkups can contribute to identifying some illness that need medical attention. It is therefore recommended that CMSP continues to provide medical support as a part of their service provision.

Networking and Partnership Building

11. **To CMSP, directory of stakeholders to be made:** Through interviews with stakeholders, especially state authority in both Cambodian and foreign countries, it was identified that a network created by CMSP is well known to them and key contacts for referral of victims are shared by them. However, as a staff turnover was identified as one of the challenges to sustain the outcomes of the project, it is recommended that the project makes a name list/directory of key stakeholders (name, e-mail address, and phone numbers) that include state authority and NGOs, both nationally and internationally to sustain all network set up by CMSP.

6.2. Project Implementation framework

12. **To Ratanak: Consider several options to carry out this type of important work:** Due to different financial system and reporting system between two donors (ERIKS and Ratanak) that has supported CMSP jointly, several challenges were observed; unclear division of workload amongst the staff members and some technical challenges has impacted effectiveness of Chab Dai staffs' performance. Thus, CMSP may re-consider the current partnership framework, in order to reduce workload of Chab Dai, and to avoid unnecessary time for coordination.

13. **To Ratanak, consideration of improving log-frame for next project:** the log-frames that were used for the three year project implementation had several challenges for Chab Dai to fill; inconsistent log-frame (in language from one year to another) and recording of outputs is not consistent (percentage or numbers) therefore, Ratanak needs to consider preparing more consistent and easily tracked log-frame for the project implementing team. Such an improvement can also assist Ratanak to monitor the progress and challenges in a more effective and easy manner.
14. **To CMSP, improvement of database is essential:** Current data base called Salefoce evidently has some technical problems to produce results that can respond to the log-frame. Therefore, it is desirable that Salesforce is re-visited for improvement and discussions to be held with Ratanak team about the data generation process and log-frame indicators.

Project Description

The Case Management Support Project (CMSP) helps children, women and men who have experienced any form of trafficking and/or sexual exploitation. It is funded by ERIKS Development Partner (ERIKS) and Ratanak International-Cambodia, funding from ERIKS support CMSP's work with children and Ratanak's funding support their work with adults 18+. The CMSP has been implemented by a Non-Governmental Organization (NGO) called Chab Dai.

Chab Dai was founded in Cambodia in 2005 with aims to address human trafficking and exploitation through coalition building, advocacy and research. In 2011, Chab Dai started the CMSP which was done in response to complaints from victims and their families of labor/sexual exploitation and a lack of support necessary services. The CMSP provides support and referral assistance to victims of exploitation or abuse while they are in the foreign countries and return back to Cambodia. When abuse is reported to the CMSP via other government agencies or their hotline, they collaborate with local police, human rights agencies and other partners to ensure the case is followed through and the perpetrators are reported properly. In addition to working on cases within Cambodia, the case support team has built strong cross-border networks with other NGOs and embassies in neighboring countries such as Thailand, Malaysia, Vietnam and China to assist Cambodians who are being abused or exploited across borders.

Through case coordination, legal support, counselling and social work, the CMSP's team which consists of 10 staff members have helped victims who could come back to Cambodia to access justice and for recovery through healing since they were abroad and repatriation to Cambodia. These services are offered free of charge to the victims. The staff members include a senior justice and client care manager, a project manager, an assistant manager, a case monitor, two social workers, two counsellors, and a data analyst.. In 2018 alone, the project supported a total of 202 cases (55%, 110 were adults) throughout 18 Provinces in Cambodia. The three provinces with the highest number of cases were Kompong Cham (19), Tboung Khmum (18) and Kandal (15).

1. Introduction

1.1. Evaluation Purpose

This is the first external evaluation of the CMSP commissioned by Ratanak, although previous internal evaluations have been conducted and the project is monitored on a quarterly basis. This evaluation was carried out from January to April 2019, covering the project implementation period from 2016 to 2018. The results and recommendations are expected to contribute to the formation of a Ratanak's new strategic planning during May-June 2019.

1.2. Objectives and key mapping questions

The external evaluation used the following five evaluation criteria when assessing each of the project's outcomes:

i. Identify the project's relevance within the repatriation and reintegration process

- a. Are the project's activities and outputs consistent with its overall goal?
- b. What is the current scope of needs for people being repatriated and integrated?
- c. Where does this project fit within the current landscape of services being offered to the target population?

ii. Determine the project's effectiveness at reaching its objectives

- a. How is the hotline used and who is reached through this hotline?
- b. How were survivors identified and/ or referred to CMSP?
- c. Which services did survivors receive and from who?
- d. How were cases managed, by whom and for how long?

iii. Measure the efficiency of the program's activities in relation to its outputs

- a. What is the cost of repatriation and reintegration per client? What do the different stages within this process cost?
- b. How are staff time and responsibilities allocated? Are there more efficient ways to allocate/ organize this time?
- c. How does the work on training, meetings and networking support and facilitate the assistance to clients?

iv. Analyze the impact the project has had on direct and indirect beneficiaries

- a. What real difference has the project made to people who have been trafficked and/or abused?
- b. What are the intended and unintended, positive and negative, long term effects?
- c. How many people were impacted, from where and how?

v. Determine the sustainability of the project

- a. To what extent did people benefit from the project after their case was closed?
- b. Is the project able to meet current needs while adapting to changes?
- c. How are they advocating for government action in the long term?

2. Geographic coverage and Scope of work

2.1. Target Areas

The evaluation was carried out in Phnom Penh, Kandal, and Kampong Cham through the consultation with the CMSP team members and the Ratanak management team. Moreover, some interviews with key stakeholders in foreign countries were also conducted, including Malaysia, China, and Vietnam.

2.2. Target Groups

The project evaluation engaged various participants; survivors of trafficking and/or abuse, family members of survivors, national, provincial and local government departments’ officials, Cambodian Embassy officials, partner NGOs, police and local authorities. For ethical reasons, only adults were interviewed.

Target people	Tools	Target	Actual number met		
			Female	Male	Total
Survivor/Client	KII	10	8	0	8
Family of Survivor/Client	KII	5	2	1	3
Local Authority (Local Police, DoSVY, CCWC, Commune Council, Village Chief)	KII/FGD	6-10	4	2	6
Provincial anti-trafficking police	KII	1	0	1	1
National anti-trafficking police	FGD	3	0	3	3
MOSVY	KII	1	0	1	1
Staff members of Embassies of Cambodia in China, Malaysia, Thailand, and Vietnam	KII	4	1	3	4
NGO Partners (legal, social service, counseling service)	KII/FGD	5-10	9	1	10
Ratanak’s Staff members	KII	2	0	2	2
ERIKS’ Staff members	FGD	2	0	2	2
CMSP Project manager and staff members	KII/FGD	9	5	4	9
Total		50+	29	20	49

3. Methodologies of the evaluation study

3.1. Approaches for data collection

Methodology of data collection was inclusive, participatory and rights-based approach. Special attention was paid in regard to the child/stakeholder protection policy and code of conduct of Chab Dai, the implementing agency of the CMSP.

The main approach for the data collection was participatory, and target group people of the project were actively encouraged to participate in the evaluation. In this study, qualitative method (semi-structured interviews) was used as a main tool for data collect information, which provided participants with an opportunity to describe achievements, challenges, and lessons learned and to reflect on any significant changes that resulted from the project intervention. Additionally, quantitative data was also collected from project related report (e.g. quarterly report) and information database system.

Below are the five main methods that were used for data collection;

- **Desk review:** Key project document (proposal, logical framework, ME framework, project implementation/activity documents) and Chab Dai's publications from Butterfly longitudinal research project.
- **Consultation with RI and CMSP project staffs:** To obtain overall views of staff about the project implementation, to identify key issues (success and challenges) and to discuss the design of questionnaires for in-depth interviews and other form of data collection, as well as verifications of preliminary findings.
- **In-depth interview/Key-informant interview (KII):** with survivors/clients of human trafficking (direct beneficiaries of the project) and their family members, local police, local authorities, provincial and national key stakeholders and Cambodian Embassies in project target countries.
- **Focus Group Discussion (FGD):** Group discussion with some community members (adults)
- **Direct observation:** Consultant team's observations about the degree of the participants' participation in the project, and quality of the materials, reports, and monitoring platform produced from the project and how they have been used.

3.2. Data collection tools

The evaluation team consulted with the RI/Chab Dai team about the methodological tools (Semi-structured questionnaires) that would be used for the individual interviews, that were developed according to the various target groups.

All the interviews were conducted in Khmer however, the interview tools were first developed in English for consultation with RI/Chab Dai management and project team. After the draft

tools (questionnaires) in English was agreed upon, the consultant team did a testing of tools and modified them for the actual usage.

3.3. Data analysis approach and process

Coding was used in the analysis of the data which was conducted at three levels. The rough transcripts of all KIIs and FGDs were produced from tape-recordings (and in some cases from hand-writing memos when participants to the evaluation study did not allow researchers to tape-record) for proof the coding as below:

- **Level 1: Coding Analysis:** A code was a word or short phrase that sums-up or captures the essence of what were discussed in FGD and KII. In this level, open coding was used so that conceptual implications could emerge in the later steps. Rough transcripts from KII and FGDs were used to do this coding level 1.
- **Level 2: Coding re-organizes and groups the Level 1 Codes into Categories:** Field work researchers then developed and organized key categories in relation to five of the thematic areas of the evaluation.
- **Level 3: Analysis-Developing Key Findings:** The key findings were identified for each of the thematic areas (five evaluation criteria and seven outcomes respectively).

The key findings became the basis for the final discussion and a summary of the findings was drafted based on the analysis of the data. This method was applied as it is a participatory and a systematic way of analyzing data.

3.4. Ethical Consideration

Throughout the evaluation process, the evaluation team strictly followed and respected the child protection policy and code of conduct of Chab Dai. The consultant team members also operated on principles that were in line with the vision, mission and values of Ratanak and followed Ratanak's standards when interacting with vulnerable people.

4. Evaluation Findings

“Chab Dai is the best partner to our anti-human trafficking department. Chab Dai works very efficient and effective with us.” - A National police (FGD, 05th March 2019, Phnom Penh)

The main evaluation finding was that CMSP has successfully created a international platform that is a referral system for victims of human trafficking in foreign land to return back to Cambodia. Before the CMSP started, such platform had not existed, and this platform is now connected amongst key service providers to provide a comprehensive service package for survivors/clients. This referral system has continued to evolve with support from CMSP so that it could serve as a main referral mechanism of the Cambodian government as an international response mechanism. All other activities of CMSP have been carried out to ensure

comprehensive service package to be delivered to victims who successfully come back to Cambodia through an international referral system.

4.1. Provide Hotline Service

- **Output 1:** *A hotline service is provided to clients of trafficking and sexual exploitation.*
 - **Outcome 1:** *Callers receive appropriate advice and referrals to service providers anytime and any day.*
-

4.1.1. Key Achievements

A phone line was set up and utilized for the project: A phone line was utilized by stakeholders, mainly local authorities and police officers who had been engaged in the HERO project of Chab Dai and who knew the benefits of using it to obtain first-hand information, and sometimes, family members of victims of human trafficking are also calling for some information. Callers to a phone line were informed about available services or legal information about human trafficking. Through the interview with the national police, sub-national police, Cambodian Embassy staffs in foreign countries, it was evident that a phone line commonly served as a first contact for them and the victims. The family of survivors also reported using the phone call to seek for support. Based on the Chab Dai's data management system, 527 calls were made in total and this went beyond the target of 150 calls each year (113% in 2016, 113% in 2017, and 125% in 2018).

"Whenever we receive a case of human trafficking, we always call Chab Dai's staff member to consult for the necessary step to be taken."

A provincial police (KII, 26th Feb 2019, Kampong Cham)

4.1.2. Key Challenges and Limitations

No trained/specialized staff to receive the calls for 24 hours: No full-time trained and specialized staffs were assigned to receive calls, but calls are taken by the CMSP project staff member by rotation, which sometimes led to an inability to provide services on a timely manner.

Phone Managing System not yet fully functional: Phone managing system was reported to have gone through a number of improvements but at the time of this evaluation the project still faced some technical problems, it affects the effectiveness of the project achievement, which will be fixed in near future.

4.2. Provide Repatriation Service

"Chab Dai provided a lot of assistance in helping us to provide repatriation service to Victims"
- **Staff member of Cambodian Embassy in Malaysia (KII, 05th March 2019, Phnom Penh)**

- **Output 2:** *Staff provide facilitation for repatriation back to Cambodia*
 - **Outcome 2:** *Clients of cross border trafficking return to Cambodia safely.*
-

4.2.1. Key Achievements

CMSP successfully formulated a referral system for repatriation services:

The CMSP greatly contributed to creating an international platform by linking authorities in Cambodia and in foreign countries (such as Cambodian Embassies) to enable survivors of human trafficking to return to Cambodia. Technical and financial support provided by CMSP to setting up such a referral system was highly appreciated by state authority, which evidently enabled many survivors to repatriate to Cambodia. . In total, 373 survivors (365 client from foreign countries 8 clients were in Cambodia)) were supported for repatriation through a referral system. Among 365 survivors, 327 successfully returned back to Cambodia, and 144 were provided air-tickets from CMSP.

“Providing air-ticket to the victims is very important for their repatriation. This service had been so successful in China”

Consulate to Tai Ning (KII, 07th March 2019, Phnom Penh)

4.2.2. Key Challenges and Limitations

Identification of victim/survivors remain as a challenge: The identification of survivors and victims of human trafficking still remains a challenge by the Cambodian embassy staff in foreign land and Anti-trafficking police officers who knew their work very well. This is because legal frameworks in some destination countries (China and Malaysia) do not recognize human trafficking as a crime as Cambodia (different identification procedure) and not all “victims” tell them about their personal story and sometimes they told the lie in order to receive support to return back to Cambodia. Also, legal framework in destination countries (such as non-recognition of human trafficking) can prevent a smooth repatriation as victims can be treated as criminal offenders when they carry no legal document.

Challenges in client tracking system: The current database management system (Salesforce) face some challenges and it is not easy to keep accurate number of; (1) how many returned from which country and (2) how many were contacted/assisted by the CMSP but still waiting for the repatriation in foreign land. Although for a longer-term period (such as over 2-3 years), tracking of an accurate number of clients that CMSP has assisted could be easily known, on a quarterly basis that Ratanak requests Chab Dai to report, it can be difficult for the system to quickly find out the accurate number due to the nature of its database system.

4.3. Provide Referral Service

“MOSVY has been working with many partners NGOs in referring victims to received their in need services after their repatriations and to make sure that reintegration is assisted the victims properly .”

- MOSVY (KII, 06th March 2019, Phnom Penh)

-
- **Output 3:** Refer clients to community based care or to NGO partners for shelter and vocational training.
 - **Outcome 3:** Clients receive appropriate residential care, life skills and vocational training services
-

4.3.1. Key Achievements

After repatriation, MOSVY facilitated referral so that survivors returned to their community (186 clients) or referred to NGOs (129 clients): Greatly owing to CMSP support, MOSVY was empowered to become the main agency for referrals though some financial and technical supports are still provided from CMSP. Interviews with key stakeholders identified that MOSVY has become the main agency that does referrals for survivors of human trafficking with technical supports from CMSP in recent years. The CMSP greatly contributed to supporting MOSVY staff member to fully function for this referral system, by ensuring that survivors can receive necessary services from relevant service providers by responding the needs of the clients.

4.3.2. Key Challenges and Limitations

Survivors are routinely interviewed by multiple authority/stakeholders: The current referral system can be sometimes distressful for survivors, because survivors were repeatedly asked the same questions about their traumatic experiences by multiple authorities/service providers (NGOs). Lack of uniformed information sharing system amongst different service providers sometimes force victims to relive trauma or increase stigma.

"I don't want to continue any interview. Why I have always been asking such as a questions repeatedly, and why I have to keep answering the same question."

Survivor (KII, 1st March 2019, Phnom Penh)

In some cases, no specific case manager is found: Although not in all cases, some cases were reported by partner NGOs that there was no key person (in Chab Dai) who had been assigned to a case to follow up. Since there were several staff members who are working on one case (such as case manager, social workers and counsellors) , it was reported that sometimes. partner NGOs cannot easily find out client information when they contact the project staff for follow up

"It is hard sometime to follow up with the existing cases since our service with Chab Dai is much interconnected, and there is no key person managing on the work"

MOSVY (KII, 06th March 2019, Phnom Penh)

4.4. Provide Legal Support Service

"For survivors, legal assistance by a committed lawyer is very important but the Bar lawyers are not very supportive and they are not interested in human trafficking cases. So far, we have observed that a lawyer of Chab Dai has strong expertise on human trafficking and very committed. We need more lawyers like Chab Dai's"

- A National police (FGD, 05th March 2019, Phnom Penh)

-
- **Output 4:** Staff act as legal advocates for the clients and assist with obtaining the services of a free lawyer.
 - **Outcome 4:** Clients are willing to lodge their complaints and go to court
-

4.4.1. Key Achievements

Legal service enables survivors to access to justice when they wish to pursue justice: Legal support such as filling a complaint to the police provided by Chab Dai and NGO partners has been highly evaluated by the project partners, especially senior management of the Anti-human trafficking police of MOI as well as related ministry, both MOI and MOSVY. According to the data management system, all 360 survivors received legal support from Chab Dai. All 373 survivors received legal support (mainly preliminary legal advice) from Chab Dai and lodge a complaint to the police about their cases respectively.

Some brokers and traffickers were arrested and imprisoned (37): Owing to the strong cooperation mechanism between law enforcement officers and Chab Dai's projects (legal support service/own lawyer that started in August 2017), some cases managed to successfully arrest perpetrators to be brought to justice and even some were punished. In total, 37 brokers were arrested (18 in 2016, 20 in 2017, and 9 in 2018).

4.4.2. Key Challenges and Limitations

Most survivors prefer not to file a complaint: Multiple barriers exist for survivors to pursue justice through legal proceedings. Many survivors are trafficked by relatives or neighbors therefore they prefer not to file an official complaint to maintain family unity or community harmony, or for fear of reparation, that lead to the prosecution, limiting the potential for further prevention work.

Some survivors drop cases in the course of legal process: Even when survivors/clients decided to file a complaint or to proceed to pursuing law suits against the perpetrator, some drop the cases due to time consuming process which disturbs their income generation activities. In addition, many survivors were afraid of doing so for fear that their safety is not protected because traffickers may start threatening survivors or their family members to drop cases, or actually some were threatened to drop the case.

4.5. Provide Follow Up and Counselling

“When I’m in trouble, Chab Dai’s staffs always provide me home visiting and counselling, as well as basic needs to support me.”

- Survivor (27th March 2019)

-
- ***Output 5:*** Clients are referred to the appropriate counselling service. CMSP staffs provide counselling to those with psychological distress
 - ***Outcome 5:*** Client experiences relief and psychological and physical healing from the trauma
-

4.5.1. Key Achievements

Clients were delighted with counseling provided to them: All survivors met in the evaluation study noted that they felt happy and relieved when CMSP staff members provide counseling to

them upon their return. The project provided counseling services for survivors to recover from trauma though its effectiveness and outputs were not fully evaluated in this study (the evaluation met with only 8 clients). A survivor said, “I liked social worker’s counselling as they were encouraging me to become stronger”

4.5.2. Key Challenges and Limitations

Counselors need more training to provide effective counseling: There is no national certificate for professional social workers and councilors, and many social workers and councilors have limited training opportunities. The CMSP’s social workers and counsellors face multiple layers of challenges in providing counseling services, such as limited capacity to identify really needs of survivors or to effectively support survivors (because not all of them share their concerns) to recover from trauma.

“Sometimes when we want to know about the condition of the survivors after the reintegration, and we mostly contact to Chab Dai, but following up process seem to be hard to assess and get information.”

National Police (KII, 05th March 2019, Phnom Penh)

Limited survivor follow-up after the reintegration: A follow up system remains limited because survivors are commonly rushing to find employment opportunities. Although CMSP established a case follow up system in collaboration with MOSVY, it faces challenges because survivors are commonly rushing to find employment opportunities to generate income, deprioritizing the hearing process from trauma and no effective mechanism exists at the local level by authority to keep track of whereabouts of survivors and to prevent them from being trafficked again. This is beyond CMSP capacity, and local authority who is close to victims supported by CMSP needs to be further empowered. Additionally, the below table show about the limited numbers of clients that were provided the follow-up and counselling service from CMSP’s counsellors and social workers.

Table 1: Numbers of clients received Follow- Up and Counselling (Three Years)

2016	Q1	Q2	Q3	Q4
Victims who have emotional trauma will receive long-term counselling from partner NGOs	5	1	2	4
victims with serious emotional distress will be provided with 2 face to face counselling from CMSP team	4	3	2	2
Victims with minor emotional distress provided with 3 phone follow-up counselling service from CMSP team	6	0	2	2
clients will openly experience relief and emotional and physical healing from the trauma of abuse	8 (80%)	3	3	4
2017	Q1	Q2	Q3	Q4
# of clients who have psychological trauma will receive	9	9	10	0

long-term counselling from partner NGOs				
# of clients with psychological distress will be provided with 2 face to face counselling sessions with a member of the CMSP team	9	2	1	0
% of clients will experience relief and psychological and physical healing from the trauma of abuse.	2 Cases	2 Cases	2 Cases	2 Cases
2018	Q1	Q2	Q3	Q4
# of clients receiving counselling, follow up and support	1 case	2 cases	no counseling	no
% of clients who receive basic counselling that experience reduction in trauma symptoms	1 case	2 cases	no counseling	no

4.6. Provide Medical Health Check-Up

“First, health was getting a bit weakened but Chab Dai helped me with medical Check-Up support. I was really happy and satisfied with Chab Dai’s support”

– Survivor (1st March 2019, PP)

-
- **Output 6:** Staff conduct initial health screening and directed to seek medical attention as needed. Clients are accompanied to medical and forensic check-ups.
 - **Outcome 6:** Health conditions of the clients are addressed.
-

4.6.1. Key Achievements

Clients were informed about free medical care: All survivors/clients inquired about the necessity for medical care upon repatriation. Medical service provision was identified as one of the very important services provided by Chab Dai, so that survivors can confirm that they are healthy, or so that they are able to access the necessary services or medication for free. All the clients (n=8) met in the evaluation were informed about the availability of medical services through health assessment by the project staff. Such assurance by the project staff created supporting environment for survivors who just came back to Cambodia.

4.6.2. Key Challenges and Limitations

Sometimes free medical, medical care not provided on time: With the challenges faced by social workers to effectively identify the real needs of survivors, some survivors were not provided necessary health services on time. Only small number of victims (11 out of 327 clients) was referred to medical care upon their return to Cambodia, mainly because they did not declare their health problem. Social workers reported that they feel some survivors were not

provided necessary health services on time (as clients do not report the problem to social workers on time).

Table 2: Numbers of clients received Medical Check-Up (Three Years)

2016	Q1	Q2	Q3	Q4
CMSP victims are monitored for health problems via initial checkup or follow-up.	2	1	1	1
rape victims who require medical treatment for evidence will receive this facilitated by CMSP, authorities or partners	0	0	0	0
trafficking victims who require medical treatment for evidence will receive this facilitated by CMSP, authorities or partners	2	1	1	1
victims that need general medical treatment will be facilitated by CMSP, authorities or partners	2	1	1	1
those receiving medical treatment will have improved health	2	1	1	1
health evidence is provided to relevant actors, e.g. lawyers, police, courts	0	0	0	0
2017	Q1	Q2	Q3	Q4
clients are screened	2	1	1	1
clients needing assistance to the clinic are accompanied	2	1	1	1
clients have two medical and forensic check-ups paid for	2	1	1	1
clients will have improved health.	2	1	1	1
2018¹	Q1	Q2	Q3	Q4

4.7. Networking and Partnership Building

“To us, Chab Dai is the number one partner. We have been working with Chab Dai since the beginning, and they did a very good job in supporting in the field of human trafficking.”

- **National Police (KII, 05th March 2019, Phnom Penh)**

-
- **Output 7:** *The project collaborates and networks locally and internationally with private and public relevant stakeholders.*
 - **Outcome 7:** *Relationships with current stakeholders are strengthened and new relationships are established. Strengthened policies and procedures with government authority and partner NGOs*
-

¹ ITAT in 2018 no record Medical Checkup , only one case received medical check up

4.7.1. Key Achievements

Excellent collaboration between Chab Dai and public officials was created owing to CMSP: The CMSP staff members, led by the National Director of Chab Dai, Mr. Ros Yeng, successfully created both national and international networks to assist victims who are trafficked to foreign countries to repatriate to Cambodia. This platform was the direct attribution from the CMSP as identified by the stakeholders. The CMSP Program Manager, Mr. Chan Saron, was well known figure amongst the state officials and his personality and passion has been highly evaluated by stakeholders. These outstanding human resources at Chab Dai are also a driving force for the networking with state officials to be successful.

Increased cooperation among CSOs/NGOs partners owing to the CMSP networking: CMSP also contributed to creating a network and strengthening cooperation with relevant CSO/NGOs for an effective referral of victims through repatriation and reintegration process, by contributing the capacity building of MOSVY to play a central role in referrals. This was also for smooth referral of survivors of and for reintegration, and enabled MOSVY to take a lead in this process at the time of this evaluation study. Chab Dai was also trying to increase more work cooperation through building new relation with other partnership as well which is very successful.

4.7.2. Key Challenges and Limitations

Limited information sharing in follow up process: Limited information sharing for a follow-up process was observed amongst the different service providers. MOSVY is expected to strengthen its capacity in this respect, with continuous support from other stakeholders including CMSP. However, limited budget allocation within the MOSVY make it difficult to MOSVY staff to effectively carry out a follow up of a case to share with the CMSP/NGO partners, and it tends to rely on CMSP financial assistance to conduct a follow up.

Challenges in new staff members building good relations: New staff members assigned to the networking often face multiple of challenges and difficulties.

4.8. Project Implementation Mechanism

4.8.1. Key Achievements

Great learning opportunities for three parties (Ratanak/Chab Dai/ERICK): CMSP project has been implemented by Chab Dai, with support from Ratanak and ERIKS, and this mechanism has created a great learning opportunities for them. These cooperation mechanisms among the three has enabled staff members from three different agencies to learn from each other and to improve their own management system respectively.

4.8.2. Key Challenges and Limitations

Different system is difficult to change: Despite the fact that the cooperation amongst three parties have brought about a lot of positive outcome, however, visible obstacles were also noted. For example, even though there is only one project called CMSP, two different financial system and reporting system exists for Chab Dai (Ratanak and ERICK respectively), resulting in unclear division of workload, and those differences have affected effectiveness of the implementation of the project by adding unnecessary additional workload for Chab Dai staff members.

5. Conclusions

This section, as specified in Term of Reference (TOR), responds to the evaluation questions according to five main categories, based on the findings above regarding seven outcomes of the project.

5.1. Relevance

- a) *Are the project's activities and outputs consistent with its overall goal?*
- b) *What is the current scope of needs for people being repatriated and integrated?*
- c) *Where does this project fit within the current landscape of services being offered to the target population?*

a) Are the project's activities and outputs consistent with its overall goal?

The main project development goals are “to empower and protect the rights and dignity of Cambodian women and men who were raped and trafficked in Cambodia, Thailand, Malaysia and China,² and victims of human trafficking will be provided with services and support in order to live a better life in their community than the past³”. The key activities, outputs and outcomes of CMSP project were identified as highly relevant and consistent with the overall development goals. The project intervention was identified as responding to the needs of the victims of human trafficking, their families and community people.

b) What is the current scope of needs for people being repatriated and integrated?

Although there are multiple needs for women to recover from trauma and to start a new life back in their community, the most important need of the victims as identified by them and key stakeholder met in the evaluation study, was economic empowerment for them (employment opportunity). Most clients were trafficked due to poverty therefore, the priority is for them to have a means to income generation so that they are not placed in a vulnerable situation again. Additionally, counseling services are important as many of them carry trauma and stigmatization.

c) Where does this project fit within the current landscape of services being offered to

² CMSP Log-frame of 2016

³ CMSP Log-frame of 2017, which was slightly modified from the CMSP Log-frame of 2016

the target population?

Human trafficking has been identified as a serious issue across Cambodia, and there has not been a strong mechanism to eliminate it. Due to globalization, many Cambodians have migrated to neighboring countries and an unknown number of women have been exploited in foreign lands, without any means to get out of their situation of exploitation and return back to home. This CMSP has responded such an emerging issue. Thus, creating a platform, which is the national and international referral mechanism to provide a comprehensive service package for victims of human trafficking was highly relevant as this was needed, and this mechanism is still evolving to become as an important state's function.

5.2. Effectiveness

- a) How is the hotline used and who is reached through this hotline?*
- b) How were survivors identified and/ or referred to CMSP?*
- c) How were cases managed, by whom and for how long?*
- d) Which services did survivors receive and from who?*

a) How is the hotline used and who is reached through this hotline?

The hotline service was used and served a primary linkage between victims and service providers (mainly Chab Dai), as a platform where people (victims and their family members) and relevant duty bearers can call to report and/or inquire about the issue of human trafficking and other case such as rape, and domestic violence. The majority of those who called the hotline were living in Cambodia such as villagers, victim family members, local authority, and Community HEROs Prevention Project focus persons.⁴ Therefore, the hotline service was used by duty bearers (police officers, local authority, and Community HERO Prevention Project focus persons) to report and/or inquire about the issue of human trafficking.

b) How were survivors identified and/ or referred to CMSP?

The survivors of human trafficking were primary identified by the officials at the Cambodian Embassies in destination countries. Then survivors were referred to CMSP staff members by utilizing established platform for repatriation and reintegration.

c) How were cases managed, by whom and for how long?

When the survivors of human trafficking were assisted by CMSP to repatriate, upon their arrival at the Phnom Penh International airport, there were MOSVY officials and CMSP staff members stand by to receive them. and that is the start of case management. After repatriation, case management is primarily handled by MOSVY but due to lack of financial means, CMSP support follow up and conselling services (both by family visit and phone calls) are done by CMSP project staff members. With the CMSP support over years, MOSVY has been empowered to take the lead as the main agency to do referrals for the best interest of survivors.

d) Which services did survivors receive and from who?⁵

⁴ HERO is a human trafficking prevention project of Chab Dai

⁵ The data from database is not clear, and some years is missing (no recode).

After repatriated from destination countries, survivors need various supports such as basic needs, legal assistance, health care support, counseling, social support and economic empowerment. All those services were provided when survivors request. CMSP may provide those services, or other NGOs may provide them, depending on the actual needs of survivors. CMSP project staff conduct a basic needs assessment of survivors, and then survivors receive various supports such as shelter-based temporary care, legal assistance, health care support, counseling, social support and economic empowerment. Depending on the needs of survivors, different stakeholders including Chab Dai, Ratanak and NGOs partners (such as Garden of Hope, Carritas, CBCC of Chab Dai, and others) provide those services through a referral system established by the CMSP and utilized by MOSVY.

5.3. Efficiency

- a) *What is the cost of repatriation and reintegration per client? What are the different stages within this process cost?*
- b) *How are staff time and responsibilities allocated? Are there more efficient ways to allocate/organize this time?*
- c) *How does the work on training, meetings and networking support and facilitate the assistance to clients?*

a) *What is the cost of repatriation and reintegration per client? What are the different stages within this process cost?*

According to the financial reports,⁶ the entire cost for the project was 241,486.18 USD (for three years) and it supported 373 clients in total, therefore, the average cost for one client was 641.42 USD. The budget allocation for case intervention/case support was too small and not being efficient because there were more actual expenditure than expected (total clients 377 was assisted against original target 290, total 327 was assisted by the project to return to Cambodia against the original target 290, and total 144 was bought by the project against the original target 75) However, it was compensated from other expenses (which were reported to spend less than target); therefore, the cost for case intervention was changed to be efficient. The detail of each cost was shown in the table below.

Table 3: Difference stages of process cost per case intervention

Case Intervention and Networking Oversea (for Case Workers) (\$10,744.99)	<ul style="list-style-type: none"> - Air ticket for Case Support worker - Local transportation for Case Support worker - Guesthouse for Case Support worker - Food for Case Support worker
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-2016, 97 were referred to community, and 1 to NGO for vocational training, but names of NGOs missing.
 - 2017, the report mentioned only the NGO partners, names of NGOs are missing and no record of types of services

- 2018, four NGO names are noted (only 4, CBCC of Chab Dai Ratanak, Garden of Hope and Carritas), but types of services delivered to the clients is missing.

⁶ CMSP Financial Reports (2016, 2017 and 2018)

	<ul style="list-style-type: none"> - Food with NGO partners and Embassies - Phone credit for staff - Gift for partners NGO and embassies
Case Intervention in Oversea for Victims (\$32,487.10)	<ul style="list-style-type: none"> - Air Tickets for Repatriating Victim from Abroad - To help pay fine for the trafficked victims from oversea - Telephone Cost for Case Intervention Oversea
Case Intervention in Cambodia (\$36,255.89)	<ul style="list-style-type: none"> - Intervention Telephone Cost for Hotline - Police Investigation (Gasoline, guesthouse, food and phone card) - MOSVY Collaboration (Phone card and gasoline) - Transportation for victim and family - Guesthouse for Case Support workers - Food for Case Support workers - Guesthouse for Victim and Family - Food for victim and Family - Gasoline for vehicle for Case Support workers
Case Follow Up (\$8,525.16)	<ul style="list-style-type: none"> - Guesthouse for Case Support workers - Technical support for local authorities (Gasoline, food, phone card) - Toiletry for Victims and Gifts - Food for Victim (food and basic need) - Gasoline for vehicle for Case Support workers

b) How are staff time and responsibilities allocated? Are their more efficient ways to allocate/organize this time?

There were total of ten staff for the CMSP project, including a senior justice and client care program manager, project manager, assistant project assistant, data analyst and partnership coordinator officer, case monitor, social workers, councilor and technical advisor. The CMSP project was supported by two donors (ERIKS support for children and Ratanak support for adults, 50%/50% divided). The time and responsibility of the staff were supposed to be equally allocated for CMSP project implementation. However, the number of case intervention between children and adults was reported not to be equal and it required flexible time and responsibilities in accordance with the actual need of clients (victim/survivor of human trafficking). According to the interview with the CMSP projects, most of the times were allocated for adults' case intervention among case monitor and social workers. Work performance of the project staffs who provide counselling in the field and those who assist repatriation of clients arriving in Cambodia was negatively affected due to the problem in transportation and overtimes at the time of evaluation. For transportation, CMSP equip one car but there was driver. Therefore, the project staff members must drive long way to see the clients.

Table 4: The estimated time allocation of CMSP staff members between children and

adult case⁷

Staff	Children Case	Adult Case
Case Monitor	25%	75%
Social Workers	20%	80%
Councilors	70%	30%

c) How does the work on training, meetings and networking support and facilitate the assistance to clients?

CMSP's collaborative approach with local, national and regional government officials and partner NGOs sought to ensure effective comprehensive service provisions for victim of human trafficking. This networking and partnership has created an effective platform to protect victims and capitalized on the strengths, expertise and mandates of different stakeholders to protect and support the victims of human trafficking. CMSP's meeting at sub-national, national and international level was an efficient way to bring positive change for the joint support and well-being of victim of human trafficking and also for the protection of potential migrants. Last but not least, because the project goal was to rescue victims not only in Cambodia, but also in destination countries such as Thailand, Malaysia and China, networking and partnership building with government official and partner NGOs both domestic and internationally was identified as an essential strategy in helping victims of human trafficking.

5.4. Impact

- a) How many people were impacted, from where and how?
- b) What real difference has the project made to people who have been trafficked and/or abused?
- c) What are the intended and unintended, positive and negative, long term effects?

a) How many people were impacted, from where and how?

In total, 373 clients (survivors of human trafficking (365 in abroad and 8 in Cambodia) were directly assisted by the project support over a three years period. All 365 clients were provided supports from government authorities and partner NGOs in destination countries (223 from China, 118 from Malaysia, 17 from Thailand, 5 from Saudi Arabia, 1 from Singapore, and 1 from Lao)) for repatriation, 327 out of 365 (88%) successfully returned back to Cambodia, and 144 clients among them were provided air-ticket by CMSP

b) What real difference has the project made to people who have been trafficked and/or abused?

CMSP has directly contributed to positively change the life of people who have been trafficked and abused by enabling them to return back to Cambodia. The real difference the project has made was that the survivors were given the opportunity to have a new life after being rescued from an inhuman situation (being trafficked). However, assessment of long-term impact after

⁷ Please see detail of major responsibilities of CMSP staffs in Annex 5. Job Description

repatriation requires longer time to follow up.

c) What are the intended and unintended, positive and negative, long term effects?

State officials who have duties to protect the rights of international migrants gained significant knowledge on cross border human trafficking due to CMSP. Additionally, with the support of CMSP, a national and international platform was established to enable victims of human trafficking in foreign countries to return back to Cambodia through a referral system. However, such assistant also created expectations and hope among the state authority that they are able to seek financial help from NGO project to help their citizens, therefore, it is essential to hold the state authority to be accountable for the protection of survivors of human trafficking by ensuring that part of their own budget is allocated to combatting human trafficking.

5.5. Sustainability

- a) To what extent did the benefits of the project continue for people after their case was closed?*
- b) Is the project able to meet current needs while adapting to changes?*
- c) How are they advocating for government action in the long term?*

a) To what extent did the benefits of the project continue for people after their case was closed?

The comprehensive service packages that are provided to survivors can enable them to start a new life, however to what extent the packages are helpful is unknown. What is evident is that survivors need economic support the most which is still limited.

b) Is the project able to meet current needs while adapting to changes?

Cross border human trafficking that targets Cambodian women have been in trends in last decade, but the method to traffic them have been changed in many ways. As CMSP does not set specific focus or target countries or provinces to support survivors, it can respond to any cases that require urgent attentions. To effectively respond to emerging issues, CMSP needs to continue its efforts to work with the state authority (MOI) to identify effective responses.

c) How are they advocating for government action in the long term?

CMSP's advocacy has contributed to raise awareness amongst for the state authority to create a national and international platform for protecting survivors of human trafficking has been a great achievement for CMSP which is already a visible network which is frequently utilized. However, advocacy to state authority in foreign countries is beyond the scope of CMSP but CMSP could consider technically supporting s Cambodian government to enable foreign government authority to acknowledge human trafficking and to protect Cambodian victims in foreign land.

6. Recommendations

Based on the findings and analysis above, some concrete recommendations have been made to the CMSP staff members and management to consider for further actions.

6.1. Project Activity Improvement

Hotline Service

1. **To Ratanak, support MOI to enable their hotline to be effective:** Despite the fact that a phone line set up by the project was identified as a pathway to link the victims and CMSP, there was no full-time trained-specialized staff to receive calls. For the purpose of making direct contributions to the CMSP's project objectives, CMSP may consider providing support directly to MOI to train its hotline staff in order to make their hotline more active and effective. Additionally, there are several hotline numbers set up by different NGOs therefore, by conducting a small mapping study to list all the available hotlines by locations and available service would help to improve the hotline services for people who need help. Eventually it is desirable that MOI hotline is widely known to the public and utilized for sustainability and to enable MOI to get first-hand information about the human trafficking cases to take a quick response action.
2. **To CMSP, spread information about hotline service to rural and remote areas:** The phone line service information has been mainly spread through Chab Dai's projects and its network members. Thus, to enable hotline information to reach a higher number of people, it is highly recommended that CMSP utilizes all available platforms (networks) to distribute the CMSP phone-number card to local authorities and the community, especially those in very remote areas as traffickers often target people in very remote areas who are unaware of human trafficking.

Repatriation process

3. **To CMSP, assist setting up a clear procedure for victim identification:** As evidenced by many state officials in this study, the victim identification remains as a huge challenge for them, especially when state authority (especially law enforcement officer) in foreign countries are not cooperative, or they deny human trafficking to occur in their land. Commonly officials at Cambodian Embassy are not given specific training on human trafficking before they are dispatched to foreign services abroad. Although this is beyond NGOs' capacity, provided the fact that CMSP has accumulated highly technical professional expertise on human trafficking, it may consider assisting MOI to develop a strong system for victim identification by following the international standard and Cambodian procedure so that at least Embassy staff find it easier to follow the procedure.

Referral Service

4. **To Ratanak, support MOSVY to fully function for referral:** A referral system was established and managed by MOSVY after clients are repatriated to Cambodia and to maintain such successful referral system, CMSP needs to continue assisting MOSVY for

the necessary cost for referral as financial constraints is the biggest challenge of MOSVY. Moreover, if possible Ratanak may consider continuing supporting MOSVY staff members to be regularly trained by some experienced professional social workers/case manager to update their skills and knowledge about client-centered approach.

5. **To Ratanak, support MOSVY to do a mapping of available service:** For improving mechanism, Ratanak and CMSP may consider supporting MOSVY to conduct a mapping of the available service providers for providing comprehensive service package for survivors in more effective way by using a MOWA's victim referral form (in case of gender-based violence).

Legal Service

6. **To CMSP, continue efforts to empower survivors to understand the importance of seeking justice:** Most survivors prefer not to file an official complaint to law enforcement or to the court due to many reasons that include as fear of reparation. This hinders effective prevention work on the ground. Also, even after clients decide to file a complaint, some survivors drop cases because they came to aware that the legal process takes a very long time and participating in hearings at courts disturbs their ability to earn an income. In such a complex situation, the most important approach is to serve the best interest of clients and respect their view. At the same time, however, it is also of crucial importance that criminal offenders are brought to justice. Thus, CMSP recommends continuing empowering survivors to gain legal knowledge but respect their decision on how to move forward.

Follow-Up and Counselling

7. **To Ratanak, consider expanding direct services for survivors:** Provided the fact that Ratanak has expanded its scope of work and enlarge its operation for providing direct services for survivors, especially counseling services, it is highly recommended that Ratanak consider taking all clients for shelter/counseling and provide direct services, while CMSP may continue supporting MOSVY for an referral and follow up in alignment with the state follow up guideline.
8. **To CMSP/Ratanak, regular training and mentoring for counselors:** The CMSP's social workers and councilors face multiple challenges in providing counseling services to clients, such as limited capacity to identify the real needs of survivors or to effectively support survivors to recover from trauma and stigmatization. The CMSP may consider providing more opportunities for social workers and counselor to attend training (such as at least once a year for several days), as well as to consider outsourcing some mentoring program by more experienced social workers to support the project staff members.
9. **To CMSP/Ratanak, conduct a small assessment to identify best practice in providing follow ups:** According to the interviews with project's clients (total 8 women), all the survivors reported that they were still stigmatized and some reported that they face discrimination such as gossiping in their own community. Thus, the community may not be always a safe place for them. Therefore, it is better to consider applying diverse

methods for follow up (such as inviting clients to come to the project office for counseling so that clients feel more relaxed and freer to speak about their problems), depending on the decision by survivors. Moreover, interviewed clients also noted that they face financial challenges, and social workers also reported that securing their live after reintegration remain as challenge to many survivors. Therefore, CMSP may consider setting up guidelines for economic empowerment for survivors such as a maximum package support (amount) for survivors such as immediate financial support (cash for medical expenses or necessary cost for living if survivors are very poor), vocational training support or even loan.

Medical Health Check-Up

- 10. To CMSP, the must support was identified as medical support after repatriation:** Medical support provision was identified as one of the most important services provided by CMSP to clients, as the result can confirm survivors that they are healthy, or they can access to necessary services or medication. Commonly, Cambodian people lack understanding about the need for regular medical checkups, therefore by providing medical checkups can contribute to identifying some illness that need medical attention. It is therefore recommended that CMSP continues to provide medical support as a part of their service provision.

Networking and Partnership Building

- 11. To CMSP, directory of stakeholders to be made:** Through interviews with stakeholders, especially state authority in both Cambodian and foreign countries, it was identified that a network created by CMSP is well known to them and key contacts for referral of victims are shared by them. However, as a staff turnover was identified as one of the challenges to sustain the outcomes of the project, it is recommended that the project makes a name list/directory of key stakeholders (name, e-mail address, and phone numbers) that include state authority and NGOs, both nationally and internationally to sustain all network set up by CMSP.

6.2. Project Implementation framework

- 12. Consider several options to carry out this type of important work:** Due to different financial system and reporting system between two donors (ERIKS and Ratanak) that has supported CMSP jointly, several challenges were observed; unclear division of workload amongst the staff members and some technical challenges has impacted effectiveness of Chab Dai staffs' performance. Thus, CMSP may re-consider the current partnership framework, in order to reduce workload of Chab Dai, and to avoid unnecessary time for coordination.
- 13. To Ratanak, consideration of improving log-frame for next project:** the log-frames that were used for the three-year project implementation had several challenges for Chab Dai to fill; inconsistent log-frame (in language from one year to another) and recording of outputs is not consistent (percentage or numbers) therefore, Ratanak needs to consider preparing more consistent and easily tracked log-frame for the project

implementing team. Such an improvement can also assist Ratanak to monitor the progress and challenges in a more effective and easy manner.

14. **To CMSP, improvement of database is essential:** Current data base called Salefoce evidently has some technical problems to produce results that can respond to the log-frame. Therefore, it is desirable that Saleforce is re-visited for improvement and discussions to be held with Ratanak team about the data generation process and log-frame indicators.

Annexes

Annex 1: List of Key Stakeholder Met and Interviews

No	Name	Sex	Position	Location/ Institution	Contact Number
1	KK_KII_V_1	F	Client	Malaysia/LB /KPC	NA
2	TN_KII_V_2	F	Client	China/FM /KPC	NA
3	STV_KII_V_3	F	Client	Malaysia/LB /PNP	NA
4	PSR_KII_V_4	F	Client	China/LB /PNP	NA
5	PSK_KII_V_5	F	Client	Malaysia/LB /PNP	NA
6	SM_KII_V_6	F	Client	Malaysia/LB /PNP	NA
7	CL_KII_V_7	F	Client	China/ FM /PNP	NA
8	SSO_KII_V8	F	Client	Malaysia/LB /PNP	NA
9	TK_KII_Sup_1	M	Family of Client	KPC	NA
10	CE_KII_Sup_2	F	Family of Client	KPS	NA
11	BL_KII_Sup_3	F	Family of Client	PNP	NA
12	Sally	F	Shelter Manager	Tenaganita/ Malaysia	+60 10 38 63 483
13	Seoung Somphors	F	Senior Social worker	Mother Heart	089 89 64 73
14	Mam Samon	F	Senior Social worker	Garden of Hopes	093 537 832
15	Ms. Brak Sokheng	F	Social Woker	Garden of Hopes	070878 640
16	Phang Kimheng	M	M&E Officer	Ratanak International	010 464 789
17	Greg Warkertin	M	M&E Manager	Ratanak International	092 207 995
18	Chhun Sokunthy	F	Case Manager	Ratanak International	092 414 410
19	Por Sarin	M	Case Manager	Ratanak International	012 290 479
20	Hor Soklin	F	Therapist	Ratanak International	092 239 867
21	Soun Sophea	F	Economic Empowerment	Ratanak International	011 562 225
22	Chan Saron	M	Program Manager	Chab Dai	087 532 554
23	Noun Sovanarith	M	Project Manager	Chab Dai	017 283 328
24	Sonn Siya	F	Project Assistant	Chab Dai	012 540 001

25	Ros Vibol	M	Case Monitor	Chab Dai	093 400 248
26	Nuon Sereyrathana	F	Social Worker	Chab Dai	078 688 918
27	Sam Sokey	F	Social Worker	Chab Dia	081 555 203
28	Chhourn Sokha	F	Counselor	Chab Dai	081 555 201
29	Keo Somaly	F	Counselor	Chab Dai	088 333 5133
30	Seang Moungrser	M	Data Analyst	Chab Dai	081 884 988
31	Meas Sa Im	F	Deputy Head of W.R	ADHOC	096 4444 177
32	Mao Map	F	Head of W.R Section	ADHOC	078 974 040
33	Sos Sovanny	M	Second Secretary Officer	Royal Embassy of Cambodia in Beijing	+86 18 20 10 19 663
34	Sot Sopheak	M	Consul	Royal Consulate General of the Kingdom of Cambodia in Nanning	+86 15 77 81 08 569
35	Chea Sampath	M	First Secretary officer	Royal Embassy of Cambodia in Hanoi	+84 024 394 212 49
36	HE. Sivan	F	Governmental Officer	Royal Embassy of Cambodia in Malaysia	+60 1126263432
37	Vorn Sophea	F	CCWC	Ta Brok Commune	097 47 57 702
38	Tin Sitha	M	Village Chief	Ta Brok Commune	089 32 13 25
39	Lim Seat	F	Commune Women Officer	Chhuk	097 80 78 383
40	Ouch Chantha	F	Deputy Director Of the Office	Chomka Ler District	012 27 05 39
41	Thol Meng	M	Deputy Director Of the Office	Anti-Human Trafficking Office	012 90 35 59
42	So Vandy	M	Deputy Director Of the Office	Department of Anti-trafficking	012 55 01 86
43	Nhem Savnol	M	Deputy Director Of Head Office	Department of Anti-trafficking	012 62 64 44
44	Kim Chenda	M	Governmental Officer	Department of Anti-trafficking	017 51 11 87
45	Tou Bondo	M	Officer	Department of Anti Human Trafficking MOSAVY	078 24 24 69
46	Jin Cheng Nai	M	Village Chief	Tul Combo, Streng Strong District,	097 85 08 768

				Kampong Cham Province	
47	Chorn Chern	M	Governmental Officer	Pean, Steing Strong District, Kampong Cham Province	071 42 82 176
48	Keng BunChhoeuth	M	Regional Representative	ERIKS-South East Asia	012 646 426
49	Key Rasmeay	M	Finance Monitoring Officer	ERIKS-South East Asia	012 893 742

Annex 2: Evaluation Study Schedule/Timetable

Date	Delivery	Remarks
By 11 Feb 2019	Initial meeting with the Ratanak Cambodia Field Office to discuss about the proposal and logistical arrangement for the field work schedule	Ratanak Cambodia Field Office
By 15 Feb 2019	Finalize and Submission of Inception Report to Chab Dai, including the revised schedule for the field work	By consultant, Phnom Penh
13 – 17 Feb 2019	- Desk review - Interview tool develop/finalized - Preparation of data collecting process (schedule, target group)	By consultant, Phnom Penh
18 Feb 2019	Orientation workshop/discussion with with RI M&E team	Ratanak Cambodia Field Office
Feb 2019	Orientation workshop/ Discussions with CMSP project staff	Ratanak Cambodia Field Office
17 Feb 2019	- Agree on the tools/target of the field work - Tool testing in Khmer and revise Khmer tools and English tools accordingly	RI and Consultant
10-17 Feb 2019	Field work Logistic arrangement: arrange and mobilize target groups/respondents for consultant to interview in two provinces	RI and project team support
26 Feb – 1 Mar 2019	Data collection (Interviews with target groups in the field)	Consultant, in target areas
01-8 Mar 2019	- Data entry and analysis - Draft Report writing - Finalize the First Draft	Consultant, Phnom Penh

	- Preparing for presentation of preliminary findings from the field work	
9 – 13 Mar 2019	Present draft form for review by Ratanak Cambodia Field Office	Through email, RI office
14 Mar 2019	Presentation of preliminary findings from desk review and the field work to and recommendation RI/Chab Dai at workshop organized RI	RI office
16 – 18 March 2019	Revision of the report after feedback/comment/suggestion from RI Cambodia filed office	Phnom Penh
By XX March 2019	Submission of a Final Report to RI/Chab Dai in soft copy, together with complete financial documentation/ accountability as/if required	RI office

Annex 3: List of important documentation consulted

1. Agency Agreement 2016
2. Agency Agreement 2017
3. Agency Agreement 2018
4. CMSP Activity Report (Quarterly 1 – 4) 2016
5. CMSP Activity Report (Quarterly 1 – 4) 2017
6. CMSP Activity Report (Quarterly 1 – 4) 2018
7. CMSP Financial Report 2016
8. CMSP Financial Report 2017
9. CMSP Financial Report 2018
10. Quarterly 1 – 4 ITAT 2018

Annex 4: Interview Guides/Questionnaires

Questionnaire 1: Ratanak Management Staffs

Section 1: General Question

1. *Could you let us know, why Ratanak started to work on human trafficking issues?*
2. *Could you explain how (in what way) you have engaged in the CMSP?*
3. *Why and how Chab Dai was selected as a partner to Ratanak?*
4. *Is there any other partner that is implementing activities related to human trafficking?*

Section 2: Relevance

5. *Why and how current target provinces were selected for the CMSP? Any evidence-based study? Or Suggested by the state authority?*

6. *Why the project focus is protection, but prevention activity is limited (which is one of the strategies of Ratanak)?*

Section 3: Effectiveness

7. *So far, how do you assess the achievements of the project against the log frame?*

8. *What have been main successes from the project? (both implementation framework, project outcome)*

9. *What have been main challenges in the project? (both implementation framework, project outcome)*

10. *How have those challenges been tackled?*

11. *How do you assess the capacity of the project staff members? No activity is for the capacity development of the staff members such as social workers, and how does Chab Dai ensures the staff capacity for the best interests of survivors?*

12. *How do you see the synergy effects from different projects of Chab Dai and this CMSP?*

Section 4: Efficiency

13. *How do you think about the partnership with Chab Dai (if you may compare with other partners)?*

14. *Why is the log-frame an annual basis?*

15. *Did you encounter any problems in partnering with Chab Dai?*

16. *There are many partners that Chab Dai has been working with, and how do you assess their relationship? For example, overseas trips for networking brings some good tangible outcome?*

17. *Have you managed to transfer the budget on time so Chab Dai can implement the project as planned?*

Section 5: Impact

18. *Amongst all achievements, what have been the biggest positive impact you have seen (amongst survivors/families/duty bearers)?*

19. *Have you observed any negative impact from the project that you had not expected?*

Section 4: Sustainability

20. *What elements from the project outcome can be sustained (by duty bearers or rights holders) and how?*

21. *If Ratanak stops partnering with Chab Dai, do you think they can continue to support victims, or the needs to support this matter have been reduced (so no more support is essential)?*

Section 5: Suggestion/Recommendation

22. *What should be done more to improve the quality of Chab Dai service to survivors?*
23. *Are there any NGO/institutions/individual that you can recommend us to meet for this evaluation?*
24. *Are there any issues that you want us to look into during the evaluation study?*

Questionnaire 2: Chab Dai Management Staffs

Section 1: General Question

1. *Could you let us know about your overall operation of Chab Dai (what projects are you doing now)?*
2. *When and how this CMSP started?*
3. *Could you let u know the differences role and responsibility (TOR) between social workers and counselors in CMSP project?*
4. *Why did you start partnership with Ratanak?*
5. *Could you explain how ERIKS and Ratanak support you? (financially, technically, and logistically)*

Section 2: Relevance

6. *Could you let us know how you are changing the strategy for the next year?*
7. *Amongst all the work you are doing on human trafficking, the protection work is a priority more than prevention?*

Section 3: Effectiveness

8. *So far, how do you assess the achievements of the project against the log fame?*
9. *What have been main success from the project? (both implementation framework, project outcome)*
10. *What have been main challenges in the project? (both implementation framework, project outcome)*
11. *How have those challenges been tackled?*
12. *How do you assess the capacity of the project staff members? No activity is for the capacity development of the staff members such as social workers, and how does Chab Dai ensures the staff capacity for the best interests of survivors?*
13. *How do you see the synergy effects from different projects of Chab Dai and this CMSP?*
14. *How many have you received Hotline call (Log-frame says the number) and how do you react (how many responsible etc.)? If in case no one can reply to the call as your team may be busy, how do you respond to the victim?*
15. *Who developed the form of Case File? And how do you keep it in a manner to share with all other NGO stakeholders and keep confidentiality? Do you use coding?*
16. *Priority- if you have too many women who need help, how do you prioritize the case?*

Section 4: Efficiency

17. How do you think about the partnership with Ratanak (if you may compare with other partners)?
18. Why is the log-frame an annual basis?
19. Did you encounter any problems in partnering with Ratanak?
20. Have you received the budget on time from Ratanak?
21. Section 5: Impact
22. Amongst all achievements, what have been the biggest positive impact you have seen (amongst survivors/families/duty bearers)?
23. Have you observed any negative impact from the project that you had not expected?

Section 4: Sustainability

24. What elements from the project outcome can be sustained (by duty bearers or rights holders) and how?
25. If Ratanak stops partnering with Chab Dai, do you think you can continue to support victims, or the needs to support this matter has been reduced (so no more support is essential)? Or do you try to find other donor?

Section 5: Suggestion/Recommendation

26. What should be done more to improve the quality of Chab Dai service to survivors?
27. Are there any NGO/institutions/individual that you can recommend us to meet for this evaluation?
28. Are there any issues that you want us to look into during the evaluation study?

Questionnaire 3: Royal Embassy of Cambodia Staffs

Section 1: General Question

1. How many years have you been working at this Embassy?
2. Could you let us know, since when this problem that women seeking for help started?
3. Could you let us know, what types of issues those women faced when they asked help?
4. Could you let us know, so far, how many women were assisted by this Embassy? (not the entire country)
5. (For China), do you know how many Khmer women in total from China have been repatriated?

Section 2: Relevance

6. Do you think this kind of service for women to be supported to go back to Cambodia is essential? (Assistance by NGO, Government, UN?) (Particularly pay attention to China) Why?

Section 3: Effectiveness and Cooperation with Chab Dai

7. How do you work in cooperation with Chab Dai? How do you come to know them?
8. What have been main successes in cooperating with Chab Dai?
9. What have been main challenges in cooperating with Chab Dai? How have those

challenges been tackled?

10. *How do you find working with the local government in your assigned country- are they cooperating or difficult?*

Section 4: Efficiency

11. *When your Embassy started to assist a Khmer woman, how much time (how many months) does she require to go back? Is the process smooth? If not, what are obstacles?*

Section 5: Impact

12. *Amongst all achievements (including cooperation with Chab Dai), what have been the biggest positive impacts you have seen (amongst survivors/families)?*
13. *Have you observed any negative impact from the project (including cooperation with Chab Dai), that you had not expected?*

Section 4: Sustainability

14. *How can Cambodian NGOs and the Royal government prevent human trafficking of Khmer to your assigned country?*
15. *What are necessities to ensure that survivors can go back to Cambodia and recover from trauma?*
16. *How do you foresee the cooperation with your assigned country and Cambodia to prevent human trafficking?*

Section 5: Suggestion/Recommendation

17. *What should be done more to improve the quality service?*

Questionnaire 4: Anti-Human Trafficking Police

Section 1: General Question

1. *How many years so far are you holding this current position?*
2. *How is the general situation of Cambodian migrant workers to foreign countries /international marriages of Khmer women? What kind of statistics and indicators do you use to monitor the number of migrant workers/ marriages in your community?*

Section 2: Relevance

3. *Do you think cross border human trafficking, especially exploitation of women, is a serious problem?*
4. *(if not refer yet) Have you engaged in the Anti-human trafficking committee work? If so, what do they do and Chab Dai is presenting at the regular meeting, or provide training or support to police?*
5. *Have you ever actually helped and assisted any person who was deceived or trafficked?*
6. *When you intervened/helped cases of human trafficking, where/who do you first get the information from? (To access the process or platform of referral system) And where to you also refer survivors to, if any additional help is essential?*
7. *What kind of help/services do you provide to person who was deceived or trafficked? Do you think this kind of service for women is essential? Why?*

Section 3: Effectiveness and Cooperation with Chab Dai

8. *How do you work in cooperation with Chab Dai? How do you come to know them?*
9. *How does Chab Dai support the victims/survivors of human trafficking? (Identify services provided- are they satisfied, needed more service?)*
10. *Do you have ever attended meeting/ workshop with/organized by Chab Dai in human trafficking issue? If so, how was it?*
11. *What have been main successes in cooperating with Chab Dai?*
12. *What have been main challenges in cooperating with Chab Dai? How have those challenges been tackled?*
13. *Do you work in cooperation with other NGOs in the same human trafficking issue? How different do you see from those NGOs (compare to Chab Dai)?*
14. *How do you see the synergy effects of different services from different NGOs for victims/survivors' needs? If yes, how Chab Dai plays a role in making a synergy or someone else?*

Section 4: Efficiency

15. *Do you think Chab Dai provide enough service/support for victims/survivor of human trafficking? Why do you think so?*
16. *Do you think Chab Dai spend enough time in cooperation with you to help victims/survivors? Why do you think so?*

Section 5: Impact

17. *Amongst all achievements (including cooperation with Chab Dai), what have been the biggest positive impacts you have seen (amongst survivors/families)?*
18. *Have you observed any negative impact from the project (including cooperation with Chab Dai), that you had not expected?*
19. *Overall, do you think that Chab Dai contributes to protect victim/survivor of human trafficking? Why do you think so?*

Section 4: Sustainability

20. *How do you think about the protection of survivors in future, when NGOs/Chab Dai budget has faced many constraints?*

Section 5: Suggestion/Recommendation

21. *What should be done more to improve the quality service?*

Questionnaire 5: NGO Partners' Social Worker/Counselor /Case Manager**Section 1: General Question**

1. *How and why did you become a social worker/counselor/case manager? Where did you work before?*
2. *Could you let us know how long have you been working in your organization/NGOs/ institution?*

3. *What kind of services does your organization provide to survivor?*
4. *How many clients/cases in total do you have now? How many are referred from Chab Dai?*
5. *Approximately how many clients in total have you assisted so far? How many are referred from Chab Dai? Have you ever referred the case to Chab Dai?*
6. *Have you ever referred clients/cases to Chab Dai? If so, how many cases? What kind format do you use in referring clients in receiving clients from Chab Dai?*

Section 2: Relevance

7. *Amongst all services that a survivor needs, what service is most important, after she/he is repatriated from a foreign country? Do you think you are providing services that your clients' needs? Why and how?*

Section 3: Effectiveness and Cooperation with Chab Dai

8. *How do you work in cooperation with Chab Dai?*
9. *What have been main successes in cooperation with Chab Dai, that you do not see with other NGOs?*
10. *What have been main challenges in cooperation with Chab Dai, that you do not face with other NGOs? How have those challenges been tackled?*
11. *How do you see the synergy effects of different services from different NGOs for clients' needs? If yes, how Chab Dai plays a role in making a synergy or someone else?*

Section 4: Efficiency

12. *How the referral system works, from your experience? (such as using a name/phone list)*

Section 5: Impact

13. *Amongst all achievements (particularly in cooperation with Chab Dai), what have been the biggest positive impacts you have seen (amongst survivors/families/duty bearers)?*
14. *Have you observed any negative impact from the project (including cooperation with Chab Dai), that you had not expected?*

Section 4: Sustainability

15. *How do you think about the protection of survivors in future, when NGOs budget has faced many constraints?*
16. *What are other necessities to ensure that survivors can recover from trauma?*

Section 5: Suggestion/Recommendation

17. *What should be done more to improve the quality service?*

Questionnaire 6: Chab Dai's Staffs (Social Worker, Case Monitor, and Councillor)

Section 1: General Question

1. *How and why did you become a social worker? Where did you work before?*
2. *Could you let us know how long have you been working at Chab Dai?*
3. *How many clients do you have now?*
4. *How many clients have you assisted so far?*

Section 2: Relevance

5. *Do you think you are providing services that your clients need?*

Section 3: Effectiveness

6. *Approximately how much % of your time is allocated for adults survivors (in comparison to child survivors)?*
7. *What have been main success in your work?*
8. *What have been main challenges in your work?*
9. *How have those challenges been tackled?*
10. *How do you see the synergy effects from different projects of Chab Dai and this CMSP?*

Section 4: Efficiency

11. *Have you received the budget on timely manner so you can assist survivors in a timely manner?*

Section 5: Impact

12. *Amongst all achievements, what have been the biggest positive impact you have seen (amongst survivors/families/duty bearers)?*
13. *Have you observed any negative impact from the project that you had not expected?*

Section 4: Sustainability

14. *What elements from the project outcome can be sustained (by duty bearers or rights holders) and how?*
15. *How are survivors accessing to justice from your view, if they want to see justice?*
16. *What are necessary to ensure that survivors can recover from trauma?*

Section 5: Suggestion/Recommendation

17. *What should be done more to improve the quality service?*

Questionnaire 7: MOSVY, Local Police and Authority**Section 1: General Question**

1. *How many years so far are you holding this current position?*
2. *How is the general situation of migrant workers/international marriage of Khmer women to foreigner in this area? What kind of statistics and indicators do you use to monitor the number of migrant workers/ marriages in your community? If you have ever heard about the case, please share with me? (If he/shares hi actual engagement, skip next question)*

Section 2: Relevance

3. *Have you ever actually helped and assisted any person who was deceived or trafficked?*
4. *When you intervened/helped cases of human trafficking, where/who do you first get the information from? (To access the process or platform of referral system- is it Chab Dai- NGO, or national police, or family?)*
5. *What kind of help/services do you provide to a person who was deceived or trafficked? Do you think this kind of service for women is essential? Why?*

Section 3: Effectiveness and Cooperation with Chab Dai

6. *How do you work in cooperation with Chab Dai? How do you come to know them?*
7. *How does Chab Dai support the victims/survivor of human trafficking? (Identify services provided- are police are satisfied, or they see women needed more service?)*
8. *What have been main successes in cooperating with Chab Dai?*
9. *What have been main challenges in cooperating with Chab Dai? How have those challenges been tackled?*
10. *Do you work in cooperation with other NGOs in the same human trafficking issue? How different do you see from those NGOs (compare to Chab Dai)?*
11. *How do you see the synergy effects of different services from different NGOs for victims/survivors' needs? (Is there any provincial networking of authority and NGOs for referral?) If yes, how Chab Dai plays a role in making a synergy or someone else?*

Section 4: Efficiency

12. *When you/ your institution started to assist a victims/survivor, how much time (how many months) does survivor require to get recovery? Is the process smooth? If not, what are obstacles, or what services are missing?*
13. *Do you think Chab Dai provide enough service/support for survivor of human trafficking? Why do you think so?*
14. *Do you think Chab Dai spend enough time in cooperation with you to help survivor? Why do you think so?*

Section 5: Impact

15. *Amongst all achievements (including cooperation with Chab Dai), what have been the biggest positive impacts you have seen in terms of assisting victims who were exploited (amongst survivors/families)?*
16. *Have you observed any negative impact from the project (including cooperation with Chab Dai), that you had not expected?*
17. *Overall, do you think that Chab Dai contribute to protect victim of human trafficking in your community? Why do you think so?*

Section 4: Sustainability

18. *What are necessities to ensure that survivors can recover from trauma?*

19. How do you think about the protection of survivors in future, when NGOs/Chab Dai budget has faced many constraints and they stop supporting survivors in your community?

Section 5: Suggestion/Recommendation

20. What should be done more to improve the quality service?

Questionnaire 8: Clients/Survivor

Section 1: General Question

1. Where were you born? (are you migrant?)

<i>I was born in the current residence (insert province name)</i>	<i>I migrated from other province/district (insert names below, only birth place name)</i>

2. How old are you?

<i>18-24</i>	<i>25-29</i>	<i>30-35</i>	<i>36-49</i>	<i>50 up</i>

3. With whom are you currently living?

<i>Parent(s) and siblings</i>	<i>My siblings (no parent)</i>	<i>My relatives</i>	<i>My friend(s)/ co-workers</i>	<i>My partner</i>	<i>Alone</i>

4. Are you currently employed?

<i>Yes, I am employed</i>	<i>Yes, I am self-employed</i>	<i>No, I am out of job</i>	<i>No, I am a student</i>

5. How many years did you attend school? (click the level the interviewee attended)

<i>Primary level</i>	<i>Secondary level</i>	<i>University level</i>	<i>MA/Doctor level</i>	<i>Never attended school</i>

6. Are you currently married?

<i>Yes, I married</i>	<i>No, I am a single</i>	<i>No, I divorced/separated</i>	<i>I do not want to reply</i>

Section 2: Repatriation to Cambodia

7. Could you let me know, to whom did you ask for help in the country you were having

troubles? (hotline?- if so how did you know hotline)

8. How long did it take you to come back to Cambodia?
9. What happened when you arrived at the Phnom Penh International airport? Who met with you and what happened to you until you got out from the airport?
10. At the Phnom Penh airport, how did you feel? (how did duty bearers such as authority and NGO treated you)

Section 3: Back to home

11. How long did it take for you to actually come back to live in your home?
12. Before you arrived home, where did you stay (such as shelter)? How was your life there?
13. How is your life now – do you have a job? (any discrimination in village?)
14. Who is now supporting you (from Chab Dai)?
15. What supports do you think the most beneficial and important for you?

Section 4: Recommendations

16. What is your plan for future?
17. Do you have any suggestion for Chab Dai to improve their service?

Questionnaire 9: Family Member of Survivor/Clients

Section 1: General Question

1. Where were you born? (are you migrant?)

<i>I was born in the current residence (insert province name)</i>	<i>I migrated from other province/district (insert names below, only birth place name)</i>

2. How old are you?

<i>Below 40</i>	<i>41-49</i>	<i>50-59</i>	<i>60-69</i>	<i>70 up</i>

3. Are you currently employed?

<i>Yes, I am employed</i>	<i>Yes, I am self-employed</i>	<i>No, I am out of job</i>	<i>No, I am a student</i>

4. How many years did you attend school? (click the level the interviewee attended)

<i>Primary level</i>	<i>Secondary level</i>	<i>University level</i>	<i>MA/Doctor level</i>	<i>Never attended school</i>

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Section 2: Moving to a foreign country

5. *Could you let me know, how did your daughter/son go to a foreign country? (middle person or company)*
6. *How did you communicate with your daughter/son while they were in a foreign country?*
7. *Approximately how many months later after your daughter/son departure, that she/he faced a problem, and how did you know?*
8. *When you knew the problem, what did you do? (and when did you start contacts with Ratanak)?*

Section 3: Repatriation and reintegration

9. *How did the decision was made about your daughter/son as to where she/he goes, and what services will be provided?*
10. *What happened when your daughter/son arrived at the Phnom Penh International airport? (Did you go, or where did you see her/him)*
11. *How was the supports provided to your daughter/son from your view? (ask who did what and how she felt about each service- who were nice, who were not good)*
12. *After your daughter/son left the airport, what types of services from state authority or NGOs did you receive?*

Section 3: Back to home

13. *How long did it take for your daughter to actually come back to live in your home?*
14. *Before she had arrived home, where did she stay (such as shelter)? Who made decision for that (your daughter)?*
15. *How did she tell you about the process to be backed home?*
16. *What supports from Chab Dai did you get (Not your daughter but you)?*
17. *What supports do you think the most beneficial and important for your daughter?*

Section 4: Recommendations

18. *How do you foresee your daughter's future? Do you have any suggestion for Chab Dai to improve their service?*

Annex 5: Job Description of CMSP's Staffs

Major responsibilities of the Job: (JD for project Manager)

- Provide monitoring to all activities in alignment with the strategic plan.
- Develop project activities and plans.
- Facilitate team monthly and quarterly meetings to review and get feedback from team.
- Write monthly, quarterly, half-yearly and annual reports.
- Build network with NGOs in Cambodia, Thailand, Malaysia and China, and Cambodian

embassies in order to provide appropriate referral.

- Provide financial oversee of the project according to Chab Dai's policies and procedures.
- Provide team supervision and debriefing where needed.
- Receive and respond emails to donors and stakeholders.
- Pick up victim at airport and travel to province if needed.
- Travel to province for project monitoring and get feedback from community.
- Educate local authority while and during follow up time with counsellor team
- Searching new partner organizations in order to support client.
- Other tasks upon requires by Senior Program Manager

Major responsibilities of the Job: (JD for project assistant)

- Share responsibility in holding Case Support Hotline phone and properly recording all the incoming calls into the Hotline recording sheet.
- Travel to the provinces with the Case Support team to support clients and their families.
- Build good relationships and work closely with local authorities, embassy, government officials, and local and international service providers to provide quality services for the clients.
- Pick up repatriated victims of trafficking at the airport and connect them to appropriate services.
- Facilitate quarter meeting and monthly meeting.
- Interviewing and intake new case at police station.
- Coordinate collecting information from team for writing quarterly semi and annual report.
- Providing counseling for survivor and survivor family, educate local authority during the intervention and follow up time.
- Other requirement as suggest by project manager or senior program manager

Major responsibilities of the Job: (JD for case monitor)

- Share responsibility in holding Case Support Hotline phone and properly recording all the incoming calls into the Hotline recording sheet.
- Interview and assess clients' needs.
- Build good relationship and work closely with local authorities, embassies, government officials, anti-human trafficking police and local and international social service providers in order to provide quality services for clients.
- Responsible for buying air-tickets for international cases.
- Accompany client to police department for filing complaint.
- Pick up repatriated clients from the airport and arrange for appropriate services to fit their needs.
- Educate local authority when follow up and intervention.
- Writing monthly report.
- Other requirement as suggest by project manager or senior program manager.

Major responsibilities of the Job: (JD for social workers)

- Share responsibility in holding Case Support Hotline phone and properly recording all the incoming calls into the Salesforce.
- Interview and assess regarding clients' needs.
- Pick up client at airport.
- Provide counseling support to clients and their families during the initial investigation phases of their case, intervention and traveling to province.
- Provide counseling support to clients and their families during case intervention and referral to appropriate service.
- Entry case into Salesforce.
- Referral client to medical check- up and medical treatment.
- Interview client intake new case and accompany client to police station for filing complaint.
- Other requirement as suggest by project manager or senior program manager.
- Writing monthly report.

Major responsibilities of the Job: (JD For counselors)

- Conduct appropriate assessment on emotional, health conditions and basic needs of the clients thereafter plan for follow up visits with clients at their community.
- Refer clients to appropriate community agencies such as health and counseling services, mental, physical, social and educational needs.
- Travel to the provinces to visit clients and their families.
- Provide ongoing support and expertise through comprehensive planning, implementation and overall assessment of individual client needs.
- Share responsibility in holding Case Support Hotline phone and properly recording all the incoming calls into the Hotline recording sheet.
- Build good relationship and work closely with local authorities, government officials, and social service providers in order to provide quality services for clients.
- Assist the intervention team to pick up repatriated clients from the airport.
- Educate local authorities relevant information.
- Writing monthly report.
- Other requirement as suggest by project manager or senior program manager.

Major responsibilities of the Job: (JD for Data base officer)

- Collect data, manage Salesforce and hotline system
- Analyze cases of Case Management Support Project and NGO partner cases to publish in reports of new findings and trends of Trafficking issues
- Produce quarterly report and sharing to other projects
- Entry new case into Salesforce
- Writing monthly report
- Analyze cases of Case Management Support Project and NGO partner cases to publish in reports of new findings and trends of Trafficking issues.
- To organize meeting with NGOs partners and members to present the new trend of

trafficking cases.

- Find and record patterns and changes in data.
- Supervise the case support team's data input.
- Develop a strategy and timeframe for case support data input.
- Work with Case Team and feedback to NGO partner on ways to improve the Salesforce database system
- Work with the project manager to develop tools and provide training to the team in data collection,
- Coordinate with Liberty Asia on media monitoring.
- Other requirement as suggest by project manager or senior program manager.

Annex 6: Terms of Reference of the Evaluation/Review

Terms of Reference:

CMSP Evaluation

Project Title: Case Management Support Project

Project Location: Phnom Penh

Duration of Appointment: 18 days

Expected Start Date: February 2019

1. Background

Chab Dai was founded in Cambodia in 2005. Chab Dai aims to address human trafficking and exploitation through coalition building, advocacy and research. In 2011 Chab Dai started the Case Management Support Project (CMSP) in response to complaints from victims of exploitation and their families that there was a lack of support services. Many victims were unable to access services when their case did not fit the criteria of the service providers, due to geographical location, types of abuse, gender, age and so on.

Chab Dai's CMSP provides support and referral assistance to victims of abuse. When abuse is reported to the CMSP via other government agencies or their hotline, they collaborate with local police, human rights agencies and other partners to ensure the case is followed through and perpetrators are reported properly. In addition to working on cases within Cambodia, the case support team has built strong cross-border networks with other NGOs and embassies in neighbouring countries such as Thailand, Malaysia, Singapore and China to assist Cambodians who are being abused or exploited across the border.

The Case Management Support Project (CMSP) helps children, women and men who have experienced any form of trafficking and/or sexual exploitation and is funded by ERIKS and Ratanak International. Funding from ERIKS supports CMSP's work with children and Ratanak's funding supports their work with adults 18+.

Through case coordination, legal support, counselling and social work CMSP's team of 10 staff help victims access justice and healing. These services are offered free of charge to the

victims. The staff team includes social workers, counsellors, a data analyst and managers. Together in 2018 they handled a total of 202 cases of which 111 were 18+. The 111 adult cases were spread throughout 18 Provinces. The three provinces with the highest number of cases were Kompong Cham (19), Tboung Khmum (18) and Kandal (15).

2. Purpose and Justification of the Evaluation

This is the first external evaluation of the project commissioned by Ratanak, although previous evaluations have been conducted and the project is monitored on a quarterly basis. The results and recommendations will feed into strategic planning for the next 3-5 year cycle in May-June 2019

3. Evaluation Objectives and Questions⁸

- i. Identify the project's relevance within the repatriation and reintegration process.
 - a. Are the project's activities and outputs consistent with its overall goal?
 - b. What is the current scope of needs for people being repatriated and integrated?
 - c. Where does this project fit within the current landscape of services being offered to the target population?
- ii. Determine the project's effectiveness at reaching its objectives.
 - a. How were survivors identified and/ or referred to CMSP?
 - b. Which services did survivors receive and from who?
 - c. How is the hotline used and who is reached through this hotline?
 - d. How were cases managed, by whom and for how long?
- iii. Measure the efficiency of the program's activities in relation to its outputs.
 - a. What is the cost of repatriation and reintegration per client? What do the different stages within this process cost?
 - b. How are staff time and responsibilities allocated? Are there more efficient ways to allocate/ organize this time?
 - c. How does the work on training, meetings and networking support and facilitate the assistance to clients?
- iv. Analyze the impact the project has had on direct and indirect beneficiaries.
 - a. What real difference has the project made to people who have been trafficked and/or abused?
 - b. What are the intended and unintended, positive and negative, long term effects?
 - c. How many people were impacted, from where and how?
- v. Determine the sustainability of the project.
 - a. To what extent did the benefits of the project continue for people after their case was closed?
 - b. Is the project able to meet current needs while adapting to changes?

⁸ These evaluation questions will be reviewed and clarified in the initial stage of the evaluation.

c. How are they advocating for government action in the long term?

4. Scope of the Evaluation

The evaluation will review the time period from 1 January 2016 to 31 December 2018, evaluating only the portion of the project which Ratanak funds, CMSP's work with adults 18+.

- a. Primary Focus: Victims of trafficking and/or abuse
- b. Secondary Focus:
 - Families and communities of victims
 - National, provincial & local government departments & officials
 - Embassies in China and Malaysia
 - Partner NGOs
 - Police

5. Evaluation Process

Activity	Estimated time	Key outputs
1. Preparation by consultants and field team <ul style="list-style-type: none"> • Briefing from Ratanak Cambodia Field Office • Agreement on activities & timeframes • Preparation of meetings/programme • Development of assessment methodology (involving analysis of programmes and activities in areas of time, target groups, person reached, and outcomes measured [if at all, how and with what results]). • Review of project documents (at Chab Dai) and activity reports (at Ratanak) • Other relevant literature review (re: reintegration programs in Cambodia) 	4 days	Familiarization with the activities of the CMSP program. Evaluation workplan and timeframe. Evaluation instruments (examples: matrix with key evaluation questions and means of verification, questionnaires, interview protocols, meeting programs, focus group methodologies, etc.)
2. Meetings and discussions with Stakeholders <ul style="list-style-type: none"> • Discussions with RI M&E team • Discussions with CMSP project staff • Field visit with stakeholders 	8 days	Documented records of interviews and observations with stakeholders. Draft evaluation findings.
3. Writing Report <ul style="list-style-type: none"> • Draft Report • Present draft form for review by Ratanak Cambodia Field Office. 	4 days	Draft report delivered to Ratanak for consideration and for comments.
4. Presentation of findings to stakeholders	1 day	Presentation of findings to key stakeholders

<ul style="list-style-type: none"> • Hold meeting(s) with Ratanak and Chab Dai representatives to present preliminary findings and recommendations. • Collect feedback. 		Forum for participatory feedback.
5. Completion of Report <ul style="list-style-type: none"> • Incorporate feedback from stakeholders' meeting 	1 day	Writing final report.
6. Submission of Final Report <ul style="list-style-type: none"> • 10 days after presentation of preliminary findings at RI Cambodia Field Office. 		Final report meeting criteria included at Appendix 1
Time allocated to the Assignment	18 Days	

6. Evaluation Methodology

The detailed evaluation methodology will be developed in discussion with the consultant. It is expected that a mixed method approach shall be used, incorporating desk review of key documents, stakeholder analysis, field interviews and focus groups with stakeholders, analysis of project data on learning, and validation of results.

7. Evaluation Outputs

The final output is expected in report format. A draft copy of the report will be submitted for comments before the presentation of results to stakeholders and feedback incorporated into the final version. The report must be submitted in English language and meet the format and standards described in Appendix 1

Additional outputs include a PowerPoint presentation on key findings.

8. Management of the Evaluation

Ratanak International will take overall responsibility for managing the evaluation. They will be responsible for ensuring smooth communication and arrangements prior to and during the evaluation; will facilitate contact to key partners, such as Chab Dai; secure funding for the evaluation; provide comments on the draft and approve the final report before the evaluation is completed.

Ratanak International will facilitate administrative and logistical support to the evaluation team and make sure that project partners and staff are available and participate in different meetings. Ratanak staff will be available to assist the consultant team, as needed, with field work, such as focus groups, surveys and interviews.

Chab Dai Coalition will comment on the TOR; collect background information and documents; provide assistance in identifying "cases" to be interviewed, and arrange timing and introductions for these meetings, participate in briefing and debriefing process with evaluation team; assist consultant to visit clients; provide comments on the draft report.

Consultant Team will prepare and consult on evaluation questions and detailed methodology, conduct desk review and field work as scheduled; draft report; present of the key findings of

the evaluation; write final report including feedback and recommendations from stakeholders.

9. Budget

A total budget of up to US\$7,000 is available for this evaluation, including all costs and expenses.

10. Ethical Code of Conduct

The consultant must operate on principles that are in line with the vision, mission and values of Ratanak and follow Ratanak's standards when interacting with vulnerable people.

Participation with a range of stakeholders at all levels is an important part of this assessment. The consultants should consider the audience of the evaluation and ways to maximize learning through this process.

11. Consultant Team - Composition and Roles

It is anticipated that the consultant team will comprise of the following:

- **1 consultant (team leader)**

The team leader is responsible for the quality of the final evaluation. (S)he will author the final evaluation report and lead the final evaluation team through the implementation of the evaluation methodology.

The development of the evaluation tools and strategies will be of primary importance. The team leader will develop the evaluation methodology, tool and evaluation questions in consultation with Ratanak International and Chab Dai. Other team members will, under his/her leadership, refine the tools and evaluation questions for which they will gather information. This will require attention to the area of overall project organization and processes.

- **Evaluation assistant(s)**

The team leader will bring in assistants as needed for the field work (focus groups, surveys, etc.)

12. Qualifications, Skills and Attributes Required

The lead consultant should have:

Education:

- A university degree at the post-graduate level in the social sciences, management or other relevant field of study

Work experience:

- Minimum 5 years of consultancy conducting multi-site evaluations.
- Knowledge and experience of programs working with trafficking victims

- Proven work experience in use of participatory evaluation methods for identifying measurable target indicators; Evidence of applying different quantitative research techniques (e.g. statistical analysis, sample survey design and implementation) and qualitative research techniques (e.g. interviewing, focus groups, workshops, case studies)
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues;
- Experience of working with/for governments, international organizations or other public sector organizations;

Skills:

- Excellent analytical and report writing skills;
- Good people and communication skills;
- Must be a self-starter and be able to work independently with excellent demonstrated teamwork, coordination and facilitation skills;
- Strong leadership and planning skills
- Excellent written and presentation skills (English)
- Strong communication skills
- Fluency in computer (bringing his/her own laptop to the mission will be required)

Languages

- Fluency in English language essential. Competent in Khmer desirable.

Interested candidates are invited to submit a short workplan and budget for conducting the evaluation along with their curriculum vitae to the following email address:

cambodia.office@ratanak.org

The deadline for submitting applications is 27 January 2019.

We would like to thank everyone in advance for applying, as only those candidates selected for an interview will be notified.

Appendix 1: Report Structure of Evaluation/Review

Length of the Report

The maximum acceptable length of the report is 30 pages (annexes excluded).

1. Coverage

This should indicate: the title of the project, the name(s) of the evaluator(s) (or the company),

and the date the report was submitted.

2. Table of Contents

It should include page numbers and list of tables, graphics, boxes, annexes and photos

3. Abbreviations/Acronyms

4. Map of the project area:

This should indicate areas the project was active and where field work has been conducted.

5. Executive Summary:

It should be a summary that contains the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.

The executive summary should be a “stand-alone” document of a maximum of 4 pages.

6. Introduction:

The Introduction should not be more than one page. It should contain the:

- Purpose of the evaluation/review
- Scope of the program/project
- Scope and methodology of the evaluation
- Structure of the report.

8. Methodology

The section should use no more than two pages to detail how the evaluation was conducted, the evaluation methods used and the reasons for choosing those methods.

9. Project description and evaluation profile

This section should contain:

- Brief project description and scope of project activities
- Stakeholders
- Issues to be addressed
- References to relevant documents and mandates
- Other information (phases, timeline, budgets etc.)

10. Evaluation findings

This section should be a clear statement of what the evaluation found out in response to the questions it was set up to answer.

11. Conclusions:

Conclusions should be based on the analysis of the findings and supported by evidence. They should:

- Add value to the findings
- Answer to evaluation issues
- Focus on issues of significance related to key areas mentioned in the TOR.

12. Recommendations:

The Recommendations should be numbered, and they should:

- Contain suggestions to improve future performance
- Be supported by evidence and findings
- Be adequate in terms of the TOR
- Facilitate implementation (Realistic and objective)

13. Annexes:

The expected annexes are:

- List of People interviewed/met
- Timetable of field work
- List of important documentation consulted
- Data collection instruments
- Program of Evaluation/Review
- Terms of Reference of the Evaluation/Review