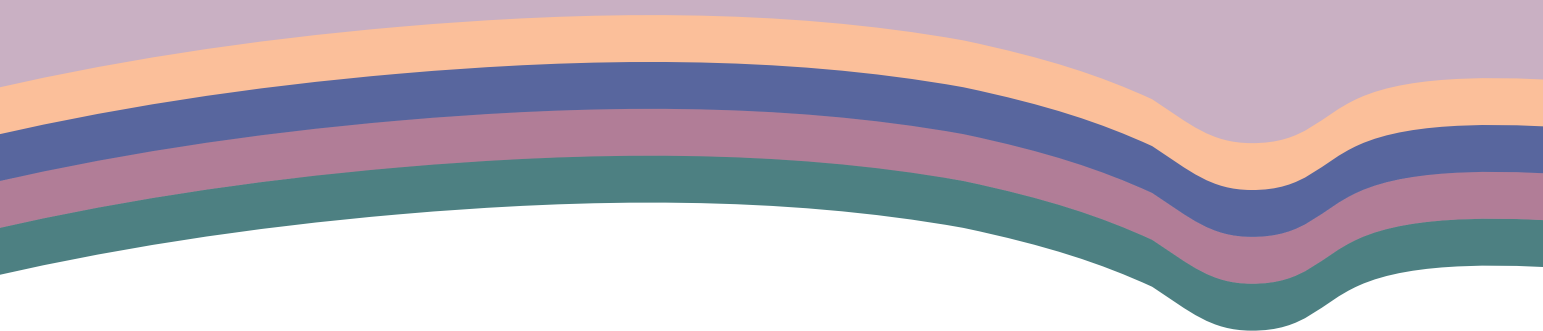


South Asian Resource Book on Livelihood Options for Survivors of Trafficking and Other Forms of Violence



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REGIONAL ACTION
FORUM ON
STRENGTHENING THE
CARE OF SURVIVORS/
VICTIMS OF
TRAFFICKING AND
OTHER FORMS OF
VIOLENCE

South Asian Resource Book on Livelihood Options for Survivors of Trafficking and Other Forms of Violence

Supported by



South Asian Regional Initiative/Equity Support Program

South Asian Resource Book on Livelihood Options for
Survivors of Trafficking and Other Forms of Violence

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This Resource Book is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents do not necessarily reflect the views of USAID or the United States Government.

**This Resource Book
is dedicated to all
those women
and children
who have undergone,
fought against and
survived the violence
of trafficking and
other forms of
violence**

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Abbreviations

ABC-NEPAL	Agro-forestry, Basic health and Cooperatives Nepal
ACD	Association for Community Development
ACP	Association for Craft Producers
ADB	Agriculture Development Bank
AGA	Assistant Government Agent
AKRSP	Aga Khan Rural Support Programme
ALEAP	Association of Lady Entrepreneurs of Andhra Pradesh
ASF	Acid Survivors Foundation
ATWIN	Alliance of Anti-trafficking and Women / Children in Nepal
BNWLA	Bangladesh National Women Lawyers' Association
CBO	Community Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CHW	Community Health Worker
CGTSI	Credit Guarantee Fund Trust for Small Industries
CRC	Child Rights Convention
CRY	Child Relief and You
CSE&T	Commercial Sexual Exploitation and Trafficking
CWIN	Child Workers in Nepal Concerned Centre
CWPT	Child & Woman Trafficking Prevention Programme
CWS	Child Welfare Scheme
DAM	Dhaka Ahsania Mission
DBBL	Dutch Bangla Bank Limited
DDC	District Development Committee
DFID	Department for International Development
DORP	Development Organisation of the Rural Poor
DS	District Secretary
DSS	Department of Social Services
Div. Sec.	Divisional Secretary
DTF	District Task Force
DWCD	Department of Women and Child Development
DWD	Department of Women Development
ECON	Export Council of Nepal
ECPAT	End Child Prostitution and Trafficking
EDP	Entrepreneurship Development Programme
ERTV	Economic Rehabilitation of Trafficked Victims
FAO	Food and Agricultural Organization
FHH	Female Headed Household
FTG	Fair Trade Group
FTZ	Free Trade Zones

GCMMF	Gujarat Co-operative Milk Marketing Federation
GDS (DED)	German Development Service
GN Division	Grama Niladhari Division
GOB	Government of Bangladesh
GOSL	Government of Sri Lanka
GTZ (N)	German Technical Cooperation (Nepal)
HAN	Handicraft Association of Nepal
HH	Head of the Household
HMG/N	His Majesty's Government/ Nepal
ICDS	Integrated Child Development Scheme
IDP	Internally Displaced People
IEC	Information, Education and Communication
IGA	Income Generating Avenues
ILO	International Labour Organisation
INGO	International Non Governmental Organization
IOM	International Organisation for Migration
IRD	Integrated Rural Development
IT	Information Technology
ITPA	Immoral Traffic Prevention Act
IRDP	Integrated Rural Development Programme
IYF	International Youth Foundation
JICA	Japanese International Cooperation Agency
JIT	Joint Initiative in the Millennium against Trafficking in Girls & Women
JOCV	Japan Overseas Cooperation Volunteers
LAC	Legal Association for Counselling
MCPW	Micro Credit Project for Women
MDG	Millennium Development Goals
MFI	Micro Finance Institutions
MoU	Memorandum of Understanding
NGO	Non Governmental Organization
NEP	North East Province
NHRC	National Human Rights Commission
NRC	National Research Centre
OHCHR	Office of High Commissioner for Human Rights
PCRW	Production Credit for Rural Women
PMRY	Prime Minister's Rozgar Yojna
RAF	Regional Action Forum
REDP	Rural Entrepreneurship Development Plan
SA	Survivors Associated
SAARC	South Asia Regional Cooperation
SAP	South Asian Partnership
SARI/Equity	South Asia Regional Initiative/ Equity Support Program
SEED	Social, Economical and Environmental Developers
SFDRT	Society for Development Research and Training
SPP	Shishu Palli Plus
STD	Sexually Transmitted Disease
STEP	Support for Training and Employment Programme
SURIYA	SURIYA Women's Development Centre
TIP Report	Trafficking in Persons Report
TOT	Training of Trainer
UNDP	United Nation's Development Program
UNICEF	United Nation's International Fund for Child Education

x	UNIFEM	United Nation's Fund for Women's Development
	UNFPA	United Nation's Fund for Population Activities
	USAID	United States Agency for International Development
	UT	Union Territory
	VT	Vocational Training
	VAW	Violence Against Women
	VDC	Village Development Committee
	VMM	VASAVYA Mahila Mandali
	VTI	Vocational Training Institute
	WDC	Women Development Centre
	WDS	Women Development Section
	WEAN	Women Entrepreneurship Association of Nepal
	WIP	Women in Prostitution
	WOREC	Women Rehabilitation Centre

Introduction

SARI/Equity, a Regional Program on Equity for Women and Children funded by USAID and implemented by AED, primarily focuses on reducing trafficking and other forms of violence against women and children; fostering safe migration; strengthening the care of survivors/ victims; and improving the implementation of laws and policies. Within these broad objectives SARI/Equity supports Regional Action Forums (RAFs) as platforms for policy change and action. They include experts from government, the judiciary, civil society and academia from the countries of Bangladesh, India, Nepal and Sri Lanka.

One of the priority issues identified by the RAF on 'Strengthening the Care of Survivors/ Victims of Trafficking and Other Forms of Violence' was to encourage initiatives that would enable survivors to make the transition from rescue to personal, social and economic rehabilitation. Therefore, the RAF decided to undertake an inventory of proven, sustainable livelihood options for survivors of trafficking and other forms of violence in South Asia - with appropriate guidelines for replication and scaling up. The inventory would also indicate the facilitating and constraining factors in implementing the various livelihood options.

The Resource Book

"The South Asian Resource Book on Livelihood Options for Survivors of Trafficking and Other Forms of Violence" is a compilation of sustainable livelihood programs implemented in the region, which, with appropriate modifications and adaptations, could be used as a guide for organisa-

tions, government units and corporate businesses who assist survivors in their rehabilitation and reintegration. It attempts to analyse different case studies, business models and livelihood development programs at the NGO, government or corporate level. The analysis focuses on programs with components of psychosocial rehabilitation - the ultimate goal being reintegration of the survivor into society through social, personal and economic empowerment.

The Resource Book is divided into country chapters - Bangladesh, India, Nepal and Sri Lanka - providing case analyses, suggestions/ points for reflection and encouragement. Wherever possible, individual stories of positive change brought about through these initiatives, have also been included. The review and analysis of the case studies has helped to identify some guidelines for replication that have been summed up at the end of the Book

Rehabilitation is a complex and continuous process that should start immediately after rescue. Survivors of trafficking/ violence must be given access to comprehensive, sustained and appropriate (gender, age and cultural) rehabilitative services, which focus on the overall physical, mental and social well being of the individual. These services, which include protection and care, must be provided by trained professionals in a secure and caring environment, in conformity with professional codes of ethics, and subject to the principle that the survivor is fully informed of the nature of care offered, gives her/ his informed consent, and is assured full confidentiality. The Regional Protocol on "Minimum Standards of Care and Support for the Victims of Trafficking and Other

Forms of Violence" - developed by the RAF on "Strengthening the Care of Survivors/ Victims of Trafficking and Other Forms of Violence" - establishes uniform standards of care and support in governmental/ non-governmental institutions and residential facilities to positively impact service provisions to women and children victims/ survivors of violence. The Protocol includes provisions (please refer to Chapter 2: Section 36) to ensure the economic rehabilitation of survivors within the broad spectrum of rehabilitation.

Livelihood Options as a means of economic rehabilitation leading to economic empowerment is the logical end of the rehabilitation process. It is of paramount importance to focus on economic rehabilitation strategies as part of the overall social reintegration process - as this is the key to providing economic independence to survivors, ensuring them an identity in society, and making their 'relapse into an exploitative situation' unlikely.

Regional Guidelines

RAF's Guidelines for the South Asian Resource Book stipulated that the identification of good practices of livelihood options was to be carried out simultaneously with different organizations/ institutions in Bangladesh, India, Nepal and Sri Lanka. The focus was on documenting and analysing the various livelihood development initiatives available in the region. In addition, researchers/ consultants were requested to review the process of how selected organizations/ institutions/ programs had evolved, how this had positively impacted on their livelihood development initiatives, and why these initiatives had been termed successful.

A detailed framework was outlined by the RAF to guide consultants in collecting information about economic initiatives that qualified as good practices:

- *Evolution* of the initiative;
- *Designing and planning elements*: bases, plan of action, logical framework (if any);
- *Participant's profile*: selection of partici-

pant, support to the participant, benefit to the participant, turnover, participant's stake;

- *Support extended by the organization*: technical, managerial, resources;
- *Enterprise profile*: all key aspects of enterprise, identification of enterprises - finances, marketing, human resources, technology, legal, management and control aspects;
- *Linkages/ partnerships* for enterprises, agreements, mutual benefits for parties involved, experiences and future possibilities;
- *Capacity building requirements* for the initiative at project, partner and participant levels;
- *Time schedules and lines*: enterprise - participant development;
- *Systems at the project level*: management information system, monitoring and learning, review and reporting, auditing;
- *Replication complexity in*: finances, institutions, partnerships/ linkages, human resources and management aspects;
- *Reach and investment ratios*: per participant input cost, investment to return variations, return on investment/ net present value;
- *Efficiency*: costs per enterprise, costs for rupee generated for the participant, administrative overheads to the program cost, overheads per enterprise;
- *External influencing factors*: coping mechanisms developed;
- *Effectiveness*: change in the quality of life and reintegration of the participant;
- *Human development*: social reintegration and confidence building;
- *Support extended by each stakeholder*: nature, extent, scope and quality;
- *Sustainability* of the benefits;
- *Scope* for replication.

Only those cases were selected that had contributed to at least one or all of the three basic developmental needs of survivors:

1. **Economic**: increased income, financial self-reliance and improvement in standard of living
2. **Social**: acceptance in the family and society, participation in social and political activities

3. **Personal:** increased level of confidence, capacity-building, decision-making skills, negotiation skills.

All the Case Studies in the Resource Book represent successful livelihood options from the regions that have been effectively tried and tested. Special preference has been given to innovative and sustainable cases that may be easily adapted and replicated. A case has been considered successful if there is evidence that the processes adopted by the organisation/ institution did bring about a positive change in the lives of the survivors in terms of their developmental needs. Priority - within the above parameters - was given to initiatives with the following attributes:

- ♦ Based on the best interest and capacity (skill-set, education and interest) of the survivors/ beneficiaries;
- ♦ Partnerships among several organisations and institutions (Training Institutions/ Corporate Houses/ Marketing Agencies/ NGOs)
- ♦ Based on market demands and not on convenient vocational training options
- ♦ Organisational capacity for continuing and mainstreaming the services required in sustaining these initiatives
- ♦ Family and community support.

Four consultants - one each - conducted

the identification of livelihood options in each of the countries. During field visits, officials of the selected organizations graciously assisted the consultants. This included locating the survivors/ victims of violence who had benefited from the successful initiatives, and organizing focus group sessions with them and different categories of stakeholders.

The research was carried out during June, July and August 2005. In addition to field visits, research included the organizational review of selected organizations with respect to their approaches and methodologies for offering and sustaining livelihood options for survivors of violence against women and children including trafficking.

Though maximum efforts were made to contact concerned stakeholders such as concerned officials, community leaders, survivors'/ victims' family members and employers, some views could not be obtained due to paucity of time and resources. For the same reason, collected data could have been interpreted in more than one way and information explored more deeply if sufficient time and resources had been available. Finally, the findings of the study are presented in a qualitative manner.

Acknowledgments

Particular thanks go to the membership of the RAF for having initiated, contributed and guided the research throughout the entire process and to the consultants¹ - regional and national - who against the pressure of time collected and analysed the required information to compile this Guide. Their invaluable contribution has made this Resource Book an important source of ideas and suggestions that can be replicated by government and non-government institutions, communities and private corporate business alike for the purpose of re-establishing the integrity of the human, social and economic persona of a survivor of trafficking or other forms of violence and preventing the re-occurrence of exploitative situations in the short and long run.

¹ For the list of members of the Regional Action Forum; National Core Groups and the Consultants please see Annexure 3

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Introduction

Violence against women and children has increased substantially since the independence of Bangladesh in 1971. Perpetrated in various menacing forms, violence ranges from physical assault, rape and acid throwing to abduction, human trafficking and sexual abuse. In recent years incidences of acid throwing, internal and cross-border trafficking, rape and sexual abuse have registered an alarming growth; with women and children being the primary victims. The country's institutional and social response to address violence and extend support to the survivors has also increased substantially. Several government, non-government and private sector organizations have instituted various programs and initiatives to help reduce violence and simultaneously offer sustainable livelihood options to survivors.

The organizations studied for this resource book include one each from the government, corporate sector and print media and five non-governmental organizations (NGOs):

- Association for Community Development (ACD)
- Bangladesh National Women Lawyers Association (BNWLA)
- BRAC
- Dhaka Ahsania Mission (DAM)
- Dutch Bangla Bank Limited (DBBL)
- Ministry of Social Welfare/ Department of Social Services, Government of Bangladesh (DSS)
- Prothom Alo
- Shishu Palli Plus (SPP)

Approach and Methodology

Area Selection

The selection of the study area was based on two factors. First, program areas that had a

major focus and the necessary infrastructure including relevant establishments such as shelter homes and training centres were selected; and second, those geographical locations that determined different aspects of livelihood programs were identified. Based on these imperatives the study was conducted in greater Jessore, Rajshahi, Dhaka and Gazipur districts.

Sample Selection

Information and opinions on different aspects of livelihood development were gathered from a variety of sources such as the survivors themselves, policy and program-implementing officials from the organizations and the community. Samples were drawn on the basis of their availability during field and organization visits.

Case Selection

Cases with successful livelihood options were selected and preference was given to those that were innovative, sustainable, viable and replicable. A case was considered successful when it was clear that the process adopted by the organization had brought about positive changes in the economic, social and personal life of the survivor. In addition, these pre-determined attributes outlined in the terms of reference, were given priority in the selection process:

- Livelihood options based on best interest and capacity of the survivors;
- Livelihood options through networking/ partnership among organizations;
- Livelihood options based on market demands;
- Organizational capacity for continuing and mainstreaming the service;
- Family and community support in the livelihood initiatives.

Information Collection

Data and information were collected from both primary and secondary sources. Case studies, focus group discussions, key informants' interviews and field observations combined to yield the primary information. While literature on violence against women and children and documents and reports of the selected organizations, provided the secondary data.

Primary Information

Case studies

In depth, individual interviews were conducted with survivors participating in successful livelihood options with special emphasis on livelihood selection; skill development training; education; the sustainability of these options; and their contribution to the survivors' three critical development needs - economic, social and personal. These interviews provided useful insights about various aspects of the livelihoods programs.

Focus group discussions

Focus group discussion sessions with officials at the policy and implementation levels of selected organizations helped to collect information on the livelihood development process including prospects and constraints. This provided substantial information on the different stages of the livelihood development process pursued by concerned organizations.

Key informants interviews

Officials of the selected organizations with considerable experience in the livelihood development process including local, knowledgeable persons representing different strata of the community were interviewed to understand different perspectives of the livelihood development process.

Observation visits

Visits were made to shelter homes, skills development training facilities and other related establishments maintained by the organizations including the homes of survivors to acquire first hand knowledge and understanding. A detailed observation of the livelihood development process and its effect on the social, economic and personal development of the survivors was also conducted. Concerned officials of the organizations, survivors of violence and community members enthusiastically cooperated and participated in the research.

Secondary data collection

Secondary sources included both published and unpublished material from books, journals and literature on violence. Various documents of the selected organizations were also studied.

Processing and compilation of data and information

Collected data and information were manually processed and presented qualitatively to suit the nature and purpose of the resource book.

Case Studies

Kantha Stitching (ACD)

Rahima stands tall

22-year-old Rahima comes from a very poor family. Her father, a landless day labourer in village Baro Tappu, Binodpur Union in Chapai Nawabganj district, has a large family of three daughters and two sons. Like most rural women in Bangladesh, Rahima's life too was marked by hunger and deprivation. Both sons started living separately after their marriages so the parents received no assistance from them.

Five years ago Rahima's father made the first mistake by marrying her off to an unknown Indian - offering him Taka 15,000² as her dowry. His great blunder was the beginning of her misfortunes. Her husband, a disguised woman-trafficker, crossed the border and took her to Dholia. As Rahima was attractive, he tried to sell her off to a brothel for a high price. Fortunately for Rahima, her mother came to visit her at Dholia at this time. Being relatively more experienced and intelligent, her mother realized her daughter's danger just in time, and desperately sought to rescue her from there. Finally, with the help of some locals they returned safely home.

Unfortunately, that was just the beginning of Rahima's ordeals. The villagers created a big scandal and the gossip that surrounded her every day made it impossible for Rahima to live in the village any longer. Field workers from ACD informed the organization of the problem. She was taken under their care and given refuge at their shelter home. It was there that she received training in stitching, 'Nakshi Kantha'.

After two years, and with a dowry of Taka 8,000, she was married again to a day labourer. This time, ill-fated Rahima became a victim of domestic violence. Extreme physical torture by her husband made life

ACD'S INTERVENTION

GRADUALLY HELPED RAHIMA TO REHABILITATE AND REINTEGRATE INTO MAINSTREAM SOCIETY. SHE IS NOW A GROUP MEMBER OF ACD. THEY HAVE BUILT HER A SMALL HOME AND FACILITATED A LOAN FOR INITIATING A TRADE TO ENSURE HER SELF-RELIANCE. RAHIMA NOW WORKS IN MANGO GARDENS AND DURING THE OFF SEASONS ASSISTS HER FATHER IN HIS FIELDS. HER SKILL IN STITCHING NOKSHI KANTHA, ALSO PROVIDES A REGULAR, SECONDARY SOURCE OF INCOME

² US \$ 1 = Taka 66

impossible once again and she was compelled to divorce him and return to her native village with her newly born child. She was married off for the third time but this time too, the marriage lasted for merely six months. Life had been cruel to her and Rahima ended up becoming a victim of trafficking for commercial sexual exploitation and domestic violence.

ACD's intervention gradually helped Rahima to rehabilitate and reintegrate into mainstream society. She is now a group member of ACD. They have built her a small home and facilitated a loan for initiating a trade to ensure her self-reliance. Rahima now works in Mango Gardens and during the off seasons assists her father in his fields. Her skill in Kantha stitching also provides a regular, secondary source of income. Once a poor, distressed and ill-fated woman, Rahima is now successful in all aspects. She has a solid footing in society and looks forward to ensuring a better life for her family.

Evolution

Association for Community Development (ACD) is committed to provide support to disadvantaged women and children by helping to enhance their individual initiatives and encourage collective action for their empowerment so they can lead a better life. In particular, the organisation works towards upholding human and child rights, which include gender issues and social justice, women's empowerment, combating trafficking, and rescuing children from hazardous conditions etc. ACD provides legal assistance to victims of violence, runs a shelter home for their psychosocial rehabilitation, offers vocational training, and works for the rescue, reintegration and self-reliance of these victims.

The Process

ACD maintains shelter homes for boys and girls who are survivors of violence. In Rahima's case ACD organized a number of counselling and discussion sessions to determine her strengths, preferences, educational level and income potential for

livelihood options. After judging her capability and assessing her needs, the shelter home provided Rahima with non-formal education along with vocational training in Kantha Stitching. Consulting Kantha traders assessed the market potential of her craft.

Experts in Kantha Stitching conducted the training for three months. ACD officials trained in non-formal education imparted the education. ACD also organized several counselling sessions for Rahima's family so they could give her the support she needed. Rahima has now become a group member of ACD and received a loan from them to set up a small business. Side by side she continues her stitching. Through their network, ACD also helps her in getting orders from traders. Now Rahima earns a regular income of about Taka 1500-2000 a month. She can meet her own expenses and also help the family financially. Rahima has gone back to her family and the village. Her life has changed dramatically. She actively participates in various social activities and functions and can work in different capacities. This has helped her become confident and stand on her own feet.

Pottery and Banner Making (BNWLA)

Karim studies, earns and supports his family

After losing his father at a young age, Karim lived in the village with his mother, stepfather, stepbrother and sister. In 1996, Karim's stepsister took him to Dhaka apparently for a visit, where she sold the vulnerable six-year-old to a person named Shahabuddin.

Along with another boy, Shahabuddin sent Karim to Dubai where they were used as camel jockeys. In time, his weight increased rendering him unsuitable for the job. At the end of three years the traffickers deserted him and left him to fend for himself on the streets of Dhaka. The police took him into custody and sent him to the central jail under the provision of Safe Custody. In November 2000, BNWLA came across his case, took him out of jail and placed him in their shelter home. After a complete medical check up, BNWLA officials held a number of counselling and discussion sessions with him to assess his mental state, educational level, likings and other potential. On the basis of this assessment, he was admitted to the school run by BNWLA and received crash courses in pottery and banner making. Karim also enjoyed learning dancing and acting and soon became an active member of both the Shelter Home Leader Group and the Child Advocacy Group. Meanwhile, BNWLA traced Karim's mother and eventually he was reunited with his family. Now, he is studying in class IV while earning and supporting his family through the skills he has learnt and developed.

BNWLA NETWORKED

WITH ORGANIZATIONS THAT NEEDED KARIM'S SKILLS. THIS HELPED HIM IN GETTING ORDERS FOR HIS WORK. TODAY, HE IS STUDYING, EARNING AND SUPPORTING HIS FAMILY WITH THE SKILLS IMPARTED THROUGH BNWLA'S EFFORTS. KARIM NOW CONTRIBUTES FINANCIALLY FOR THE MAINTENANCE OF HIS FAMILY, ENJOYS SOCIAL ACTIVITIES AND INTERACTS WITH PEOPLE WITH CONFIDENCE

Evolution

Bangladesh National Women Lawyer's Association (BNWLA) works towards establishing a society where there is justice, gender equity and equality. Its mission broadly includes upholding the status of women in Bangladesh and empowering them to acquire legal and socio-political rights; establish gender equity; and protect and prevent women and children from all forms of discrimination and violence by ensuring them access to legal services.

BNWLA also provides institutional support to the survivors of violence through

its shelter home and livelihood development support under the broad objective of reintegrating survivors into mainstream society.

The Process

Assigned officials of BNWLA's shelter home assessed Karim's potential through counselling sessions and admitted him to their school. Simultaneously he was given vocational training in pottery and banner making. The training sessions continued for six months. By participating in co-curricular activities, Karim also learnt dancing and acting. In addition, he became an active mem-

ber of the Shelter Home Leader Group and the Child Advocacy Group. Though the boy did not get any financial assistance, BNWLA networked with organizations that needed Karim's skills. This helped him in getting orders for his work. Today, he is

studying, earning and supporting his family with the skills imparted through BNWLA's efforts. Karim now contributes financially for the maintenance of his family, enjoys social activities and interacts with people with confidence.

Tailoring and Block Printing (BNWLA)

Selina now leads a healthy life

Selina Tuj Zohra belongs to the Gopalgang district. She was coerced and trafficked to India by her brother-in-law, who also abused her sexually. Later, she was rescued and sent back to Bangladesh through the initiative of BNWLA and placed in their shelter home for safe custody. BNWLA also started legal proceedings against the traffickers under the Oppression to Women and Children Act, 1995 in Bangladesh.

In the shelter home, Selina was given a thorough medical examination that covered sexually transmitted diseases (STDs) as well. The psychological assessment to evaluate her mental state included one-to-one discussion sessions and group meetings with specialists. These psychological interventions stabilized her mental condition. The next step was to determine her potential, special likings, educational level and income potential for livelihood options. Since her educational level was quite low she was admitted to Proshanti Bidya Niketan run by the BNWLA shelter home. At the same time, she was provided vocational training in tailoring, cutting, sewing and block printing. Selina took active interest in cultural activities organized by the shelter home.

As a representative of BNWLA, she participated in different national and international workshops and was selected as one among the world children representatives in the 2nd World Conference in Japan, on Sexual Abuse and Exploitation. Later she was selected President of the National Children Task Force of Bangladesh. In the meantime BNWLA located her family and contacted her brother who was working in Dhaka at the time. Though her family accepted Selina, BNWLA organized several counselling sessions with them.

Selina's performance in school was excellent. With BNWLA's help, she was admitted to Class VI in Bharateshwari Home, a reputed residential school in Mirzapur. Unfortunately, she could not continue her studies as her father died suddenly. So she got herself readmitted to Proshanti Bidya Niketan in class VIII. Now she stays with her family in Dhaka and is working as a Child Facilitator with the BNWLA. Not only does Selina lead a meaningful and respected life, but she also makes an invaluable financial contribution to her family.

SELINA'S PERFORMANCE

IN SCHOOL WAS EXCELLENT. WITH BNWLA'S HELP, SHE WAS ADMITTED TO CLASS VI IN BHARATESHWARI HOME, A REPUTED RESIDENTIAL SCHOOL IN MIRZAPUR. UNFORTUNATELY, SHE COULD NOT CONTINUE HER STUDIES AS HER FATHER DIED SUDDENLY. SO SHE GOT HERSELF READMITTED TO PROSHANTI BIDYA NIKETAN IN CLASS VIII. NOW SHE STAYS WITH HER FAMILY IN DHAKA AND IS WORKING AS A CHILD FACILITATOR WITH THE BNWLA.

The Process

It was critical for BNWLA to carry out a psychological assessment to understand Selina's mental state. This involved a number of counselling and discussion sessions, including one-to-one and group meetings with experts. These sessions helped her recover from the trauma of her recent suffering and stabilized her condition. After evaluating her capabilities and individual potential it was clear that since her education level was low she was better suited to learn tailoring, sewing and block printing. BNWLA also conducted a market analysis to assess the

potential of the livelihood option imparted to her.

She was admitted to the BNWLA School and simultaneously given a six-month vocational training course in tailoring, cutting, sewing and block printing. BNWLA also organized a number of counselling sessions with her family to facilitate her reintegration process. Selina was given a job at BNWLA and today gets a regular income from the skills she has learnt. She now lives with her family in Dhaka.

As a BNWLA representative, Selina has participated in several national and international workshops. This exposure has helped her develop her career as a Child Facilitator.

Poultry and Livestock (BRAC) Rashida gets a new lease of life

30-year-old Rashida, her husband and four children live in Parkhajurah village, Upazila Monirampur in the district of Jessore. The family has little cultivable land but her husband has been a van driver for many years. Rashida has been a BRAC group member for the last 16 years and has engaged herself in income generating activities like poultry raising with training and micro credit from BRAC. The family lived quite happily within their limited means. Rashida's husband had some land related dispute with his uncle and cousins who live next to his house. Very often there were extreme altercations when his relatives threatened him with dire consequences. In view of these continued threats, Rashida's husband lodged a complaint with the military personnel stationed in the village. The other party, furious at this show of guts, decided to teach Rashida's family a lesson.

On February 1, 2003, when Rashida's husband was out for the night in another village, the feuding cousins and their accomplices broke into the house and threw acid on Rashida's face and body. Hearing her shrieks of despair, the villagers and BRAC personnel rushed to her help. BRAC immediately rushed her to the hospital. With their help a criminal case was filed in the

BRAC CONDUCTED

A NEED ASSESSMENT THROUGH DISCUSSIONS AND COUNSELLING SESSIONS WITH RASHIDA. A NUMBER OF FACTORS SUCH AS RASHIDA'S CURRENT CAPABILITY, PHYSICAL CONDITION AND MARKET PROSPECT OF THE CHOSEN SKILL/ VOCATION WERE TAKEN INTO CONSIDERATION, BEFORE CHOOSING A SUITABLE LIVELIHOOD OPTION. FINALLY, POULTRY AND LIVESTOCK REARING WERE CONSIDERED VIABLE FOR HER. TO IMPART THE NECESSARY SKILLS, BRAC INCLUDED RASHIDA IN ITS REGULAR TRAINING PROGRAMS CONDUCTED FOR THE ORGANIZATION'S GROUP MEMBERS. HER LOAN LIMIT WAS INCREASED TO PURCHASE CHICKEN AND A MILKING COW SO SHE COULD AUGMENT HER INCOME

local police station. At first the local Station refused to accept the case, possibly influenced by the offenders. But BRAC informed the District Superintendent of Police who directed them to accept the lodged complaint and start investigation. In the meantime, BRAC contacted the Acid Survivors' Foundation (ASF) in Dhaka, a specialized organization for treating acid burn victims. At the instruction of ASF, Rashida was sent to Dhaka for further treatment. All expenses of her journey and treatment were borne by BRAC. To fight the legal battle successfully, BRAC's own panel of lawyers assisted the state lawyers. To prevent the witnesses (which included Rashida's husband) from testifying against them in court, the accused lodged a false rape case with the police, whereby all of them were implicated. BRAC again came to their help by providing the services of its lawyers in their defence.

After her treatment in Dhaka, BRAC conducted a number of counselling sessions with Rashida to instil courage and confidence in her again. With the encouragement of group members and officials, she now attends BRAC meetings regularly. BRAC has increased her loan amount to help her buy a milking cow and raise more chicken to augment her income. With the additional loan money, her husband has also purchased a rickshaw van, which brings in an additional income. BRAC is also helping Rashida to apply for grants for acid survivors of violence, from the Dutch Bangla Bank. Though Rashida cannot work for a long time because of her burns, she is leading her life with courage and fortitude.

Evolution

BRAC works with people living in conditions of extreme poverty, illiteracy, disease and other handicaps. With its diverse development programs, the organisation aims at bringing about positive changes in the lives of the poor by promoting human rights, dignity and gender equity through socio-economic, political and human capacity building.

BRAC provides comprehensive community based services for livelihood development to the survivors of violence and partners and networks with other organizations in providing these support services.

The Process

BRAC conducted a need assessment through discussions and counselling sessions with Rashida. A number of factors such as Rashida's current capability, physical condition and market prospect of the chosen skill/ vocation were taken into con-

sideration, before choosing a suitable livelihood option. Finally, poultry and livestock rearing were considered viable for her. To impart the necessary skills, BRAC included Rashida in its regular training programs conducted for the organization's group members. Her loan limit was increased to purchase chicken and a milking cow so she could augment her income. In addition, the loan helped her husband buy a rickshaw van. BRAC also held counselling sessions with the family who gave her all the encouragement and cooperation to boost her efforts. The community was supportive and provided the security she so badly needed.

Rashida now earns more than before by selling eggs, chicken and milk. The family are proud owners of a rickshaw van. Rashida's social life has again become active; she regularly attends BRAC's group meetings and socializes with others in the community. Rashida looks after her own affairs including her income generating activities. She is accepted in the community where she lives with dignity.

Teaching and Small Enterprise (BRAC)

Aklima starts life again

Aklima, now 27, lives in Bharatpur village in Jessore district. Her family who belong to a lower income level of society, managed to educate her with great difficulty till the sixth grade. A beautiful and charming girl, her family continually received marriage proposals for her and finally married her to a man from the neighbouring village.

The groom's family demanded a huge sum as dowry. Though Aklima's parents initially agreed to the dowry, they could not meet all the expectations. Non-fulfilment of their promise upset her husband who would often assault her physically.

One night in 1987, when Aklima was sleeping, her husband poured acid on her face. Hearing her desperate cries, members of the household together with the neighbours took her to the local hospital. Her face was severely burnt; she could not even close her eyes or move her neck. Though she was sent to Dhaka for treatment, at that time even Dhaka did not have adequate facilities to treat acid burn cases. So Aklima was brought back to her village.

BRAC stepped in to help and sent her for treatment to ASF in Dhaka. After surgery, Aklima was able to move her neck and shut her eyes. BRAC conducted a number of counselling sessions to help her overcome the terrible trauma and give her the courage to lead a normal life again.

Aklima greatly benefited from the support. She started teaching the Holy Quran to young children, which secured her a regular income. Meanwhile, BRAC sent her to ASF for a second operation, which improved her condition further.

With BRAC's assistance and encouragement she applied to DBBL for a financial grant, and received Taka 10,000 from them to start a business. Now Aklima is planning to open a grocery in her neighbourhood to augment her income. Besides teaching, Aklima leads a respectable life with courage and confidence.

The Process

BRAC assessed Aklima's need through counselling and discussions, which helped them identify her capabilities and skill. Initially, they felt that teaching the Holy Quran to children would be a viable livelihood option for her. Later, with the availability of the grant from DBBL, it was assessed that she was capable of starting a small business. Through observation and

interviews, BRAC conducted a market assessment on the viability of the business.

Over a period of time, BRAC extended all possible support for her treatment. Community security was ensured through social mobilization. BRAC assisted her with information, encouragement and help to apply for the DBBL grant. In addition, the organisation helped her identify the business that she is now planning to start with the grant.

BRAC's counselling sessions with the family and the neighbours have ensured their support for her livelihood efforts. Teaching brings her a regular income of about Taka 500 per month and the grocery

shop will ensure an additional income. Teaching has also helped her interact with people again. Now she attends social gatherings and can handle her life on her own.

Tailoring (DAM)

Abida and her family find a new home

Abida Begum, a widow of 38, used to live in Teknaf village, Cox's Bazaar district, with her three sons and a daughter. Since she did not have a sustainable source of income, life was difficult for them. On hearing that there were employment opportunities in Pakistan, she decided to move. The family started their journey from Cox's Bazar in 1997. When they reached Jessore, the law enforcement agency intercepted them under the suspicion of trafficking. They were confined in the Jessore jail under the legal provision of safe custody. The family remained there for almost four years until DAM intervened in 2001 and gave them refuge in their shelter home.

After a medical check up of the family, the shelter home officials talked to Abida several times to assess her mental state and capabilities before developing a livelihood plan. Her potential for tailoring and dressmaking decided that it was a viable livelihood option. DAM's market analysis confirmed that there was a demand for the skill in the market. She was given the necessary education and training in this vocation.

Soon she became quite an expert in the trade. DAM secured work orders from the market by networking with other enterprises. Abida and the others got paid for these jobs and saved their income with the shelter home authorities. Abida was able to save Taka 4000 during this time. In addition, she cooked for the inmates of the shelter home.

Her children were provided the opportunity to study under the education program offered by the shelter home. The eldest also received training in Electrical House Wiring through the DAM Vocational Training Institute.

As Abida and her family had no home to go back to, DAM looked at alternatives to rehabilitate and reintegrate them into mainstream society. The opportunity came up when the Government decided to establish an Adarsha Gram in Mondol Gathi village, under the Jessore district. After persistent efforts by DAM, the Deputy Commissioner of Jessore allotted Abida a piece of land measuring two decimals where the government constructed a two-room dwelling. Now, the family is settled in this home. She has taken up tailoring and dressmaking as a vocation. Her eldest son, who is 15, works in a tea stall, and also takes up house wiring jobs when possible. His financial contribution is a boost to the family's income. The other two children are pursuing their education, one in a Madarsa in Jhikargacha and the other in a local school. The family has adjusted well with the other members of Adarsha Gram. DAM officials visit the family regularly to monitor their progress and offer assistance when necessary.

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Evolution

Dhaka Ahsania Mission (DAM) is one of the largest NGOs in Bangladesh, working at various levels to enhance the social and economic lives of people. Its activities are geared to extend all the help and assistance to alleviate poverty and work towards the socio-economic empowerment of the poor - especially women and children. The organization, which has a shelter home in Jessore, provides institutional care and support services to rehabilitate and reintegrate survivors of violence and offers solutions for sustainable livelihood options through its Child and Woman Trafficking Prevention Program (CWTP).

The Process

DAM prepared a livelihood Development Support Plan for Abida through a need assessment process that evaluated her physical and mental condition, educational level, special interests and potential capability. Specially trained officials conducted one-to-one interviews and counselling sessions on awareness development, mental health, counselling and life skills development.

While determining that tailoring was the most suitable livelihood option for Abida, DAM surveyed the market by visiting a cross-section of tailoring shops in Jessore. It became clear that there was a

good demand in the town. Meanwhile, DAM provided the primary support services of shelter, food and medical facilities to the family, while the children started studying under its educational program. Her eldest son also received training on Electrical House Wiring from DAM's Vocational Training Institute, nearby. This comfort and security helped Abida forget her problems and concentrate on learning all aspects of tailoring from cutting and sewing to designing and dressmaking. As she was a slow learner, her skill development training was extended from three to six months. She was also provided the basic education required to successfully handle the job.

Though Abida did not get any financial assistance from DAM, she received her savings of Taka 4000 and got considerable help from them in getting orders and learning to network with the tailoring shops in the town. Today, DAM is constantly in touch both with her and the shops so that she gets a regular flow of work. Abida's eldest son's two incomes - from the tea stall and his freelance electrical work - augments the family's income. Abida is self-reliant and earns about Taka 2000 a month, while her son contributes another Taka 300-500 every month. She is now able to meet the expenses of her family without any external assistance. DAM has successfully rehabilitated the family in every way.

Poultry and Goat Rearing (DBBL)

Ruby helps her family

A small tin-shed glints in the shining sun, healthy goats roam the yard, and hens and cockerels peck around for grains. This is Ruby Khatun's present home. The survivor of an acid assault from Dighir Paar village in Sherpur district, Ruby's life was full of uncertainty and despair at one time. Having become a social and economic burden in her own home, Ruby had no idea how to salvage her situation till a program run by the Dutch Bangla Bank Foundation for social reintegration of acid survivors discovered her.

Gradually, she has been successfully rehabilitated in society. The Foundation has extended a grant of Taka 10,000 as primary capital, to initiate goat and other livestock rearing at home. She is now the proud owner of several lively goats and other livestock. With her two children she treats them as members of her family. Her main earnings come from selling eggs and goat milk. Now, the villagers come to her for advice on poultry and goat rearing. Of course, these achievements did not come overnight; she had to struggle and work hard. Being an expert in this trade, Ruby wishes to expand the program. She has applied for a loan of Taka 50,000 from the Dutch Bangla Bank Foundation. The loan would provide her with fresh zeal and enthusiasm to take greater strides in future.

Once a helpless victim of acid violence, Ruby Khatun now leads a joyful and sustainable life, not even dreamt of in the past.

The Process

DBBL assessed Ruby's needs by reviewing her application for financial assistance. She was given a one-time grant of Taka 10,000 to rear goats, other livestock and poultry. Today, her family members also help in tak-

ing care of her goats and poultry. The trade Ruby learnt for her livelihood has completely changed her life. She contributes to the income of her family and has gained respect and acceptance in a society that previously shunned her.

Trading in Cloth and Garments (DBBL)

Rabeya's tale

Rabeya Begum - an intelligent and lively young woman from the village of Ainapur, Manikganj district, was unable to live a happy and healthy life. Her deformity resulting from an acid assault had made her a social outcast. This traumatic incident snatched away her youth and almost doomed her whole life. Her family considered her a burden. One day, Rabeya could not stand the humiliation any longer and became determined to change her fate by any means. She started looking for external support.

Fortunately, the Dutch Bangla Bank Foundation came forward to help her. She applied for a grant stating her desire to start a business. After considering her needs, the Bank Foundation allocated her a one-time grant of Taka 10,000, which dramatically overturned her life. Rabeya immediately started a small business, trading in cloth and ready-made garments. The business is running well and yields considerable earnings for the household. Once a burden, she has now become an asset for the whole family.

Firmly socially reintegrated into the community and society, Rabeya nurses a dream to expand her business and provide job opportunities for other helpless women in the locality. Her neighbours and relatives agree that she is confident and capable enough to transform this vision into reality. She has applied for a loan again from the Dutch Bangla Bank Foundation, to enhance her business capital. There is no doubt that her courage and determination will make her dream a tangible reality.

Evolution

Dutch Bangla Bank Ltd (DBBL) is the first Bangladeshi-European joint venture bank in the country. The Dutch Bangla Bank Foundation was established in 2001 to facilitate humanitarian work such as rehabilitation of the destitute and neglected sections of society, especially the poor at the grass-roots level. DBBL helps individuals, families, groups, organizations, and communities enhance or restore their capacity for optimal social functioning and create a nurturing environment. In addition to a number of activities, DBBL provides special support to victims of acid throwing and dowry.

The Process

DBBL undertakes need assessment on the

basis of the application made by the survivor of violence. Whenever necessary, officials visit applicants and conduct discussion sessions to assess their cases. Simultaneously, market demand is studied and the viability of the proposed trade or vocation is evaluated. In Rabeya's case, DBBL assessed the needs through interviews and discussions with her and key informants of the locality.

DBBL does not directly provide support services such as legal help, shelter and security or offer any livelihood skill development program to survivors. These services are provided by BRAC who work with the victims and build their capacity to obtain grants. DBBL extends loans at preferential interest rates on the basis of performance.

Rabeya Begum received a one-time grant of Taka 10,000 from DBBL, to start a

small business. The business now generates about Taka 1000 per month. The days of being a burden in the family are long over. Today, she is an asset and they support her in running the business.

Rabeya Begum has gained her due

importance in society and developed a keen sense of entrepreneurship. With further help from DBBL, she can look forward to expanding her business and give wings to the aspirations of others like her.

Rice Packaging (DSS)

Safura - back to society

At the age of seven, Safura Begum Monu left Bikrompur for Dhaka with her mother, as the river had ravaged their home and all their belongings. Safura still cannot remember how and when she got separated from her mother in the city. Losing her parents in infancy, she struggled hard to survive as a street child and eventually came into contact with some sex workers. They cajoled her into their nexus and she found herself living in the slums of Aragaon, in the thick of this vicious trade for 10 years. Her lack of knowledge led to the birth of an unplanned daughter, after which conditions became even more miserable. Not wishing to bring up her child in this inhuman environment, she did not know which way to turn.

Three years ago, Safura heard about a Capacity Building Centre run by Development Organisation of the Rural Poor (DORP), a partner NGO of DSS. Along with her four-year-old daughter Halima, Safura took refuge at the centre. After a complete medical check-up, the centre conducted a need assessment of her potential, educational competence and preferences for livelihood options in accordance with market demand. The discussion sessions revealed that making decorative candles, block printing and sewing were suitable for her. She was also provided the necessary non-formal education for handling accounts.

Her daughter now a cheerful seven-year-old enjoys full-time care at the centre, the basic rights of shelter, food, education and medical facilities and awaits admission in a Primary School, next year. Apart from vocational training and livelihood assistance, Safura was treated in a respectable and humane way for the first time in her life. DORP counselling motivated her to leave her occupation permanently. Though it was not easy to return to normal life her efforts were successful.

A year ago, Safura was married to a rickshaw puller Ramij, who willingly married her, fully aware of her past life. She was successfully rehabilitated with a one-time grant of Taka 10,000 to start a new busi-

THE CENTRE PROVIDED

SAFURA AND HER DAUGHTER SHELTER, FOOD AND SECURITY AT A TIME WHEN SHE WAS DISTRAUGHT AND ALONE. THIS BOOSTED HER MORALE AND HELPED HER FOCUS ON HER VOCATIONAL TRAINING. HER DAUGHTER STILL ENJOYS FULL-TIME CARE AT THE CENTRE INCLUDING SHELTER, FOOD, EDUCATION AND MEDICAL FACILITIES. AFTER SUCCESSFULLY REHABILITATING SAFURA WITH A ONE-TIME GRANT OF RS 10,000 TO START A SUSTAINABLE TRADE, DSS HELPED HER ESTABLISH A NETWORK WITH THE SHOPS IN THE LOCAL MARKET

ness. The couple now live in a rented house at Adabor, Mohammadpur in Dhaka and run a respectable packaging trade in rice. They buy rice in bulk from the market, sort and clean it, seal it in packets and supply it to the local retailers. This brings in a considerable income for the family.

Safura has opened a bank account and makes deposits on a regular basis. She has also purchased a rickshaw van for easy delivery of her products to the market. Ramij enjoys helping in her business. DSS officials periodically visit the family to monitor both the emotional and material changes in their lives. Safura visits the centre once a week to report her progress and meet her daughter.

Evolution

The Department of Social Services (DSS) is attached to the Ministry of Social Welfare, Government of Bangladesh and mandated to provide diverse services to the social sector. Under its regular programs, it maintains shelter homes in different parts of the country and provides services for the livelihood development of survivors of violence. In addition, the DSS has also undertaken projects in collaboration with international agencies for developing livelihood options and reintegrating survivors of violence into mainstream society.

The Process

DSS has its own Livelihood Development Support Program for victims admitted to its shelter homes. After assessing Safura's potential and educational competence, and offering her complete physical and emotional care, a livelihood option was carefully selected on the assurance of market demand.

The centre provided Safura and her daughter shelter, food and security at a time when she was distraught and alone. This boosted her morale and helped her focus on her vocational training. Her daughter still enjoys full-time care at the centre including shelter, food, education and medical facilities.

After successfully rehabilitating Safura with a one-time grant of Taka 10,000 to start a sustainable trade, DSS helped her establish a network with the shops in the local market. The officials also held discussions with shop owners to help her business grow. Now, DSS regularly monitors the moral and material changes in her life.

Her husband, Ramji has also been counselled to help her run her business. Safura is happy to be self-reliant and earns about Taka 2500-3000 per month. She has opened a bank account in an effort to save for the future. Like any other woman today, Safura lives in society with her husband and leads a normal life. She is confident and deals efficiently with shops owners and the market.

Tailoring and Dress Making (DSS)

Mohima: complete transformation

Mohima used to live with her family in Galachipa Upazila under Patuakhali district. The family was very poor and found it difficult to survive. One day, an old village acquaintance came from Dhaka and persuaded Mohima to accompany her to the city claiming that there would be a large number of jobs available to her. In the face of abject poverty this was an attractive proposition and the beginning of Mohima's misfortunes. Instead of finding employment, the lady handed Mohima over to a local Mastan of Mohammadpur who ran a brothel.

Mastan forced her into prostitution. This wretched life continued for seven years during which she gave birth to two daughters. Naturally, she did not dare keep in touch with her family. One day, a friend told her about a government run program that rehabilitated distressed women and children. With her friend's help she reached the Jahuri Mohalla Centre and was taken under its care.

A full medical examination including tests for sexually transmitted diseases (STDs) was carried out. The next step was to start the process of motivation and need assessment, which took into consideration her abilities, educational level and market demand for chosen skills. The process involved in-depth interviews and discussions. Initially the effort was to build a rapport and gain Mohima's confidence. While repeated counselling sessions and motivational measures instilled a sense of trust and confidence, she was trained in tailoring and dressmaking. At the same time, she was admitted into the non-formal educational program, as tailoring requires an understanding of measurements. While under training, the organization secured dressmaking orders from the market. The trainees who worked on those orders received payments for their efforts. After the training was over, Mohima decided to take up tailoring and dress making as a vocation. She was given Taka 10,000 to buy a sewing machine and start her own business.

Initially the centre helped her get orders from the market. With time and experience, Mohima earned a good name in the trade. Now she has no problem in getting orders and sustains her life with her children through her income. She lives in a rented home; her elder daughter, who is eight, has been admitted to a local school. Mohima has again established contact with her family in Galachipa, and often gives them financial help.

THE ONE-TIME DSS

GRANT OF RS 10,000 HELPED HER START HER TAILORING AND DRESSMAKING BUSINESS AND BUY A SEWING MACHINE. TODAY, MOHIMA IS A CONFIDENT, INDEPENDENT BUSINESS-WOMAN. SHE SECURES ORDERS, NEGOTIATES DEALS AND DELIVERS THEM TO HER CLIENTS. HER REGULAR INCOME OF RS 3000 A MONTH PROVIDES HER CHILDREN WITH A COMFORTABLE LIFE

The Process

In Mohima's case, it was critical that the DSS build up a rapport and win her confidence before starting the rehabilitation process. After it was decided that tailoring and dressmaking was a suitable livelihood option, the DSS marketing team visited several tailoring shops to assess its demand. At the centre where she lived with her two children, she was fully trained over a six-month period.

The one-time DSS grant of Taka 10,000 helped her start her tailoring and dressmaking business and buy a sewing machine. Today, Mohima is a confident, independent businesswoman. She secures orders, negotiates deals and delivers them to her clients. Her regular income of Taka 3000 a month provides her children with a comfortable life. She attends social gatherings organized by the local community and enjoys visiting her friends and neighbours.

Supporting Acid Survivors (Prothom Alo)

Prothom Alo is a widely circulated National Daily, which undertakes regular initiatives against acid violence and seeks to raise mass consciousness through news, stories and features focusing on similar issues. With financial contributions from its readers, Prothom Alo has formed The Prothom Alo Aid Fund (PAAF) to combat escalating incidents of acid violence, provide legal support and treatment, and ensure rehabilitation of the victims. The funds are used to bring about a holistic transformation in the lives of acid survivors. Other than treatment, the fund also provides a one-time grant to victims to start income-generating activities. Until June 2005, PAAF had rehabilitated 69 acid violence victims and provided treatment to more than 40 individuals.

Artificial Limbs and a New Life (SPP)

Abdul's indomitable courage

Motivation, education and skill training can transform a person's life. For Abdul who is 21, physical disability is no longer a barrier to pursue a gainful and productive livelihood.

Abdul and his father Abdul Khalil belong to Munshirhat village in Kachua Upazila, where they lived with his grandmother, ever since his mother died. As a child, Abdul met with a fatal accident; in order to save his life, one arm and limb had to be amputated. At the age of eight, unable to take the physical pain and social stigma of his condition, Abdul fled to Dhaka. Here, he wandered the streets till a local club, Nayabazar, gave him shelter. After living and studying there for a few years, the club authorities released him so he was forced to live on the streets of the city again.

During this period (1992) Abdul became a victim to the ploys of human traffickers who tempted him with the promise of artificial limbs. Along with 18 children he was trafficked to India across the border. Within a few days of reaching Delhi, the local police caught them but the traffickers managed to escape. Then, Nirmal Chaya, a children's home took over their custody from the Delhi Police. In 1997, the Bangladesh Society for the Enforcement of Human Rights (BSHER) took the initiative to repatriate them back to Bangladesh. Abdul along with 11 other children were brought back to the country. As Abdul's family could not be traced, he was sent to the SPP for rehabilitation in 1999.

Though his family was finally contacted, they refused to accept him due to their pitiful economic condition. Abdul started building a life for himself at SPP where he was provided full boarding and lodging. SPP assessed his educational level and potential for different livelihood options. On the basis of these assessments he was admitted to the school within the premises of SPP in Tengrabazar, Maona. Simultaneously with his education, he started receiving skill development training in carpentry and polishing. In the meantime, SPP with the help of the BRAC Artificial Limb Center provided Abdul with artificial limbs. He passed class VI successfully and soon became an expert in the carpentry and polishing trade.

With SPP's assistance Abdul took up a job with a furniture shop in Maona, Sreepur and got married in 2003 also with their help. Currently, he earns a decent livelihood by polishing furniture on contracts from different shops and lives in a rented house with his wife. He keeps in touch with his family in Kachua and sometimes sends them financial assistance. Abdul's association and links with the SPP continue. He frequently visits them for advice and medical assistance. Now, Abdul has a dream to make his life even more productive and meaningful.

Evolution

Shishu Palli Plus (SPP), situated over 16 acres of land at Sreepur, Gazipur district, has a mission to serve underprivileged orphans and destitute women and rehabilitate them by providing education and skill development training. Their beneficiaries are orphans, abandoned physically/ mentally challenged children, victims of child trafficking and destitute children below eight years of age. Facilities are also available for widows, unmarried, pregnant women and mothers with children, commercial sex workers, destitute and socially handicapped women. SPP also provides basic education, health care facilities and vocational training for both boys and girls and business skill development training for women. They have successfully rehabilitated about 1200 children and a few hundred mothers over the years.

The Process

SPP prepared a livelihood development support plan for Abdul on the basis of his interest, capability and market demand. He was admitted to the SPP School in Tengrabazar, Maona and simultaneously received skill development training in carpentry and polishing.

At the SPP home, Abdul was provided free boarding and lodging, education and a year's training in carpentry. With the help of the BRAC Artificial Limb Centre, he was fitted with two artificial limbs - the biggest bonus for him. After successfully completing class VI, he became an expert in his chosen trade. SPP took over the responsibility of finding him a job by networking with different furniture shops in and around Gazipur.

Though initially, he continued to stay at the SPP home, he soon moved out, got

married and is now well established in society. Abdul frequently visits SPP to seek their advice and medical assistance. Although his family did not show any interest to take him back, he remains in touch and helps them whenever he can. Abdul is completely self-reliant and earns about Taka 3000-4000 per month.

Once a poor street boy with a debilitat-

ing physical disability, Abdul is respected by his family and society today. SPP played an important role in helping Abdul gain the confidence and courage he needed. Physical disability is no longer a constraint to pursue a gainful and productive livelihood. Today, Abdul successfully deals with his clients, family, and society and is fully capable of taking important decisions for the future.

Nursing Aide (SPP)

Rafiqa - mainstreamed with the society

Rafiqa's ancestral home is in Barisal. At the age of 14, to resist her family's attempt to marry her off to an older man, she fled to Dhaka, and started working as a maid. One day in 1984, when the other members of the employer's family were out, the employer's son raped her. On discovering that she was pregnant a few months later, he took her to a maternity clinic in Azimpur and left her there.

The Clinic Authority contacted the SPP for assistance. Rafiqa was provided with shelter where she gave birth to a girl child. After six months, her needs for livelihood options were assessed and she was given training as a nurse's assistant.

After the training was over she was offered a job at SPP. As per the organisation's regulations, she lived outside with other trained nursing aides and worked shifts, though her daughter remained with the SPP under its care. After sometime, Rafiqa married a man who took her past in his stride and gladly accepted her daughter. But for social reasons the child remained with the SPP.

Over the years, Rafiqa gave birth to two more children. Though her husband was working in Dhaka, his meagre income was not sufficient to sustain his family. So in 1989, Rafiqa turned to the SPP for help and was offered the same job again. Today she continues to work and stay at the SPP with her two younger children. The organisation is extending the necessary assistance for their education. Her eldest daughter, raised at the SPP, is now living with her father. On weekly holidays she goes back to visit her other family in Dhaka. The family is now living a happy and comfortable life. Rafiqa has successfully come out of her traumatic experiences and is working towards giving her children better opportunities for their future.

The Process

Specially trained officials on awareness development, mental health, counselling and life skills development conducted Rafiqa's need assessment. SPP provided her and her daughter complete basic support

including shelter, food and medical facilities. Her daughter was born in the Shelter Home and lived there till she went back to her father. Rafiqa received on-the-job training as a trained nursing aide, and was given a job that has sustained her and her family till today.

Findings

The livelihood development programs studied here are geared to fulfil the social, economic and personal development needs of survivors of violence. While the non-governmental and government organizations (ACD, BNWLA, BRAC, DAM, DSS and SPP) follow a comprehensive approach to rehabilitation by providing survivors sustainable livelihood options, the private corporate sector organizations (DBBL, Prothom Alo) primarily offer them financial assistance to start income generating activities, which in turn ensure their all-round development.

Primary Support Services

ACD, BNWLA, DAM, DSS and SPP's primary support services include victim rescue, protection, shelter, medical and legal support. All these organizations maintain shelter homes, which provide food, lodging and clothing. Medical support services include a preliminary medical check up and appropriate tests for STD. An assessment is also carried out to evaluate the psychological state and trauma of the survivors. If medical interventions of a serious nature are required, the cases are referred to recognized hospitals and specialized medical centres.

Psychological and traumatic state assessment is carried out through the one-to-one interview/ discussion method. Based on this assessment, psychological interventions - usually counselling sessions - are organised. These interventions also include cultural and recreational activities such as song, drama and recreational tours conduct-

ed by specially trained officials. In addition, legal support is also provided. BNWLA provides this service directly through its own panel of lawyers, while other organizations network with organisations like BNWLA for legal help.

BRAC follows a different approach. Instead of shelter homes, it believes in social integration through family and community care, from the very beginning. BRAC also provides all the other support services such as rescue, medical care and protection through local community support. The moment a case of violence is reported, BRAC field officials intervene within 24 hours. If medical intervention is needed the victim is transferred to a recognized medical centre. For example, in case of acid burns, the victim is sent to the advanced medical facilities run by the ASF, with whom BRAC has a MoU. In the case of other burns, the survivor is sent to the Dhaka Medical College Hospital. In most geographical areas, BRAC offers legal services through its own panel of lawyers while in some regions it partners with BNWLA and ASK through a MoU. BRAC reimburses the cost of these services to the concerned organizations.

The organizations from the private corporate sector, DBBL and Prothom Alo do not directly provide these support services. Prothom Alo makes sure that the report on the incidence of violence is published immediately. It believes that once such incidences are reported in the press, the relevant care organizations - whether government or non-government - are urged to come forward and provide the basic, medical and legal support. DBBL does not provide any direct, basic support to the victims but

offers financial assistance that can be used by survivors to cover some basic costs, especially for medical treatment.

Needs Assessment and Development of Livelihood Support Plan

Needs assessment for livelihood development is an important component of interventions. In the shelter homes, livelihood development support plans are prepared for each person on the basis of individual needs assessment. This ongoing process starts simultaneously with the psychological interventions. The assessment evaluates the physical and mental condition, educational attainments, special interests and potential capability of the survivors. While determining livelihood options, market demand for the selected livelihood is also taken into consideration. The interviews and discussion sessions are conducted by officials specially trained on awareness development, mental health, counselling and life skills development.

As BRAC does not maintain a shelter home, the livelihood development plan is integral to its family and social integration process that ensures community care for the protection and security of the survivors. Through one-to-one interviews and discussions with the survivor, specially assigned field officials develop livelihood development plans and encourage family members to participate in the process.

Education and Training on Skills Development

After needs have been assessed, ACD, BNWLA, DAM, DSS and SPP develop livelihood support programs for each survivor. This program covers non-formal education, vocational training in different trades, in-house income generating programs and job placements.

Different livelihood options require different levels of educational attainments. The shelter homes organize both formal and non-formal education programs so that survivors can attain the level of education

required for their vocation. Specialists develop and implement these programs.

Another essential component, vocational training is based on the individual needs assessment of each survivor. These generally focus on handicrafts, tailoring and embroidery, card making, sewing, weaving, block and batik printing, carpentry and wood polishing, food processing and shopping packets/ bags making. DAM has a well-equipped Vocational Training Institute - VTI, located next to its shelter home in Jessore. Here, trained instructors impart both short and long-term skill development courses to survivors. Short-term training is conducted over three months while the long-term courses last six months. Currently, DAM VTI's long-term courses cover electrical domestic wiring, farming mechanisms, tailoring and dressmaking, embroidery, tapestry making, welding and metal fabrication. DAM VTI plans to add training in production of jute handicrafts, poultry raising, vegetable production, fish culture as well. The same courses are offered by SPP in Tengra Bazar, Gazipur.

BRAC, the largest NGO in the country, runs elaborate livelihood development programs which include both informal education and skill development training in several areas ranging from agriculture, poultry and livestock to fish culture and handicrafts. BRAC attempts to integrate survivors within its regular skills development programs because it believes that this facilitates their reintegration with their communities. While under training, survivors produce goods that are sold in the market by the concerned organizations. The payments received, accumulate as their savings, which are handed over to them in full, when they leave the shelter homes. This kitty helps them start a new life during their rehabilitation in the outside world.

Though organizations like BNWLA and ACD do not have such an elaborate infrastructure, they organize effective vocational training sessions within their shelter homes. DBBL and Prothom Alo do not directly run livelihood skill development programs for survivors of violence. But with

help from the other organisations, survivors can avail of the financial help and assistance offered by them. In addition, BRAC also offers advice, guidance and skill development training to the grantees so they can take up gainful vocations.

Support Services for Sustainable Livelihoods

The success of any livelihood option for survivors of violence largely depends on a continuing relationship with the support organisation through their reintegration into the larger community/ society. ACD, BNWLA, BRAC, DAM, DSS and SPP offer a number of services which include, job placement, support for self-employment, integration with existing income generating programs, long-term monitoring and close follow-up of individual cases.

For job placements, organizations establish networks with a variety of enterprises such as readymade garment factories, furniture shops and security service agencies, that have a continuing demand for the skills imparted to survivors. Officials visit these enterprises to build up a rapport and instil a sense of social responsibility towards the reintegration of the survivors.

Monetary and material support in the form of cash grants, machinery and equipment, is provided to those whose skills are geared to starting their own business. Those survivors who worked for contract jobs in the shelter homes have also accumulated savings over time. These help them set up different income generating activities. Survivors also have the option to network with the regular income generating programs offered by ACD, BNWLA, DAM, DSS and SPP. BRAC specially encourages survivors to join regular income generating programs and extends soft loan facilities to them. In addition, it also extends support to those who opt for self-employment with the help and financial assistance received from other organizations.

DBBL offers financial grants to those ready for self-employment. The grant is only sanctioned after evaluation. DBBL continues to monitor the progress of its

grantees so it can identify those ready to be networked within its regular banking programs. As a special gesture, DBBL offers a preferential interest rate of only 5% to the violence victim borrowers.

Prothom Alo also provides financial grants to survivors of violence who opt for self-employment. Local correspondents generally verify the cases and evaluate the viability of the proposals.

Following up cases is an important component in ensuring the success of the reintegration process. Regular and periodic follow-ups are carried out through a number of methods such as direct visits, community contacts, family contacts, telephone calls, letters and visits to the network/ partner organizations.

Field level employees of ACD, BNWLA, BRAC, DAM, DSS and SPP monitor and observe the gradual development of survivors; how they are coping with mainstream society in general and the work environment in particular. Survivors themselves, family members, community contact persons and employers also provide regular feedbacks to the organisations. In the beginning, follow-up is intense and regular; with the passage of time and positive developments in the survivor's life it becomes infrequent.

DBBL and Prothom Alo also conduct follow-ups. DBBL generally assigns the nearest branch officials to monitor the progress of beneficiaries while Prothom Alo assigns local correspondents with the task of monitoring.

Challenges during Training

Survivors usually face a number of challenges during training, in the workplace and their community. Because of their previous traumatic experiences, many are slow learners and pay less attention to instruction. Most come from poor families and have never been educated. All these problems are overcome through the dedication and efforts of the training instructors and counsellors. Repeated learning sessions and constant encouragement work wonders to overcome their constraints.

Challenges in Workplace and Community

The problem of interacting socially, especially with co-workers and community members, is a major constraint. The organizations together with family members, employers and the community take up special initiatives to help them overcome their inhibitions and past experiences. These include additional counselling, advice, supportive behaviour and a positive attitude from the family, employers and the community. Special meetings and awareness development programs are held to sensitise families, employers and the communities to the special needs of the survivors.

Role of Family in Livelihood Development

Survivors need active family support in pursuing their livelihoods. ACD, BNWLA, BRAC, DAM, DSS and SPP organize special counselling sessions to help develop a cooperative attitude among family members.

Role of the Community in Livelihood Development

Organizations establish links with local elites, Union Parishad Chairman and members to ensure that a supportive environment is created within the families and the communities.

Organizational Challenges and Constraints

The challenges and constraints faced by organizations in offering and sustaining livelihood options for survivors include limitations of time and resources, family and community support.

Developing options for survivors of violence requires more time as compared to others. A time bound framework resulting from financial resource constraints often makes it difficult for organizations to successfully complete the livelihood program within the stipulated time. Economic con-

straints also restrict the organization in offering a wide variety of livelihood options. Since survivors generally come from the poorer sections of the community, their families and communities lack resources, awareness and mental strength to support their livelihoods.

Analysis of the Findings from a Livelihood Perspective

Field visits and in depth case studies reveal that significant developments have taken place in the lives of survivors through the combined efforts of organizations, survivors, family members, employers and the communities.

Economic Development

Most of them generally come from the poorer sections of the society. As a result, they have limited or no educational background, a poor financial resource base and no functional skills to engage in gainful activities. Interventions for livelihood development by the organizations in the form of education, skills development training, employment through job placement and self-employment with the help of financial grants have helped increase the income level of the survivors. Many in the past, had no income at all. Now they work in factories, shops or manage their own income-generating activities.

Income generation has helped them gain economic self-reliance and improved their standard of living. Many now live in their own rented accommodation, are married and maintain their families. A number of them also assist their extended families with financial help.

Social Development

Social development is another key objective of the livelihood development process. For the survivors of violence this manifests itself through acceptance in the family and society and participation in social and political activities. The coalition of family coun-

selling and different social and community development programs planned as part of the social reintegration and livelihood development process has ensured both family and social acceptance for survivors.

This process starts with the livelihood development process when ACD, BRAC and DAM include survivors in their regular, ongoing programs. This urges survivors to participate in group meetings, skill development meetings and also take part in legal, local, and other forums. SPP's pilot initiatives urge interaction with the family and immediate community first. Once the survivors lose their inhibitions and acquire some socialization skills, they are encouraged to bond with the larger society.

It is clear that livelihood options accelerate family acceptance and the socialization process. While pursuing their chosen livelihood, they have the opportunity to deal with the larger society around them. In addition, their capacity to offer financial

assistance helps them gain familial and social acceptance.

Personal Development

Increased confidence levels and capacity development through acquiring livelihood skills clearly indicate that survivors have achieved a considerable level of personal growth. Their vocations and gainful employment have assured them a respectable life sustained with their own income. They do not feel they are a burden either on their families or communities. Emotionally and economically empowered they have established a place of dignity in their society, for themselves.

The confidence and dignity of their lives has in turn helped develop their decision-making and negotiation skills. Now, they can negotiate with clients, employers and peers with confidence and make important decisions about their lives and livelihoods.

Conclusions

Recently, violence against women and children has increased manifold and takes diverse forms. In Bangladesh, several government, non-government and private sector organizations have come forward to assist survivors of violence and offer them sustainable livelihood options to start a new life. Some offer holistic services while others offer limited services. The common goal is to help survivors adopt a livelihood that will ensure their economic, social and personal development combined with their reintegration into mainstream society.

The cases investigated for inclusion in this Resource Book indicate achievements and successes. The following suggestions and recommendations based on those findings may assist in making the livelihood programs more effective by scaling them up and replicating them across different parts of the country:

- ♦ Livelihood options may be grouped into rural and urban depending on the geographical locations where survivors have to be integrated with their families and communities. Vocational trades have greater employment opportunities and marketability in urban areas. On the other hand, agriculture-related income generating activities have better prospects in the rural areas. Naturally, survivors should be encouraged to take up trades best suited to their ultimate place of residence, work and reintegration.

- ♦ Networking and partnerships with different organizations should be more vigorously pursued. It would help survivors access a wider variety of resources in terms of grants, credit, shelter, legal assistance and training. This would also ensure better sustainability of the livelihood options pursued by them.
- ♦ Provisions of continuing education, refresher courses and advanced training programs should be introduced along with livelihood options. Such long term planning will help in the future growth of the survivor.
- ♦ Successful cases need to be widely publicized and experiences shared among organizations. This will:
 - ❑ Instil confidence and become a source of inspiration to other survivors who have faced a similar form of violence and are looking for livelihood options.
 - ❑ Develop awareness and concern in the society about violence and social responsibility in providing appropriate opportunities and a supportive environment for successful reintegration of survivors.
 - ❑ Help other organizations to adopt them as best practices.

Successful cases should be replicated and scaled up.

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Introduction

The successful livelihood and economic initiatives documented here as good practices have been selected from different organizations across India. Their design, planning and implementation can be scaled up and replicated in other countries.

Approach and Methodology

Case Selection

Initially 30 organizations were short-listed based on a secondary literature review, the experiential learning of the authors/ consultants and suggestions received from members of the National Core Group. Finally, cases from 10 organizations were selected in consonance with the guiding principles laid down in the Regional Guidelines. The organisations were:

1. Aga Khan Rural Support Programme (AKRSP) (I)
2. Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP)
3. Don Bosco ASHALAYAM
4. International Organisation for Migration (IOM)
5. Kaira District Co-operative Milk Producer's Union Ltd
6. ODANADI Seva Samasthe/ MANAVI Mahila Sangh
7. Prajwala Enterprises
8. SANVED/ SANLAAP

9. Society for Development Research and Training (SFDRT)

10. VASAVYA Mahila Mandali (VMM)

Case selection was based on the following criteria:

- Both urban and rural livelihood initiatives;
- Economic initiatives that cover self employment as well as wage employment;
- Both individual and group micro-enterprises;
- Multi-stakeholder initiatives;
- Institution based and community based economic rehabilitation initiatives;
- Initiatives promoted by the Government, national and international NGOs and social initiative wings of the corporate sector; and
- Those that covered all aspects from production to trading and service.

For these successful livelihood options³, the guiding parameters were: sector specific innovation, market friendly approaches, case specific successes, adaptability and replicability. The techno-economic considerations included capital investment, skill requirements, training periods, resource requirements, market conditions, legal formalities, and technological requirements.

3 Not only those initiated for survivors of trafficking but even those for other kinds of beneficiaries (urban and rural poor/ men and women etc.), in order to be more inclusive and present all learning possibilities for the reader.

Information collection

The following data collection methods were adopted:

- ♦ An e-mail/ letter was sent to the organizations for their consent to be associated with this study;
- ♦ A detailed framework based on the Regional Guidelines was followed to enable consultants to get the required information about the economic initiatives that qualified as good practices.

The methods used for analysis included the use of Participatory Tools and Focussed Group Discussions to understand the status and evolution of initiatives, the processes being followed, inter-relationship between various aspects like inputs and outputs and the basic assumptions that guided the livelihood programs. Other methods included reviewing existing documents, website references, interviews with various stakeholders, and participatory assessment initiatives.

Case Studies

Holistic, Community Based, Social and Economic Empowerment (AKRSP) (I)

Evolution

Aga Khan Rural Support Programme (AKRSP) (I) is committed to enable the empowerment of rural communities and groups, particularly the underprivileged and women to take control over their lives, manage their environment and help create a better, more equitable society.

AKRSP is working on livelihood initiatives in four distinct, environmentally challenged and economically vulnerable regions of Gujarat: Bharuch, Surat, Junagadh, Kutch and Surendranagar districts. During the last year, they have also initiated operations in Madhya Pradesh.

In Surendranagar, a drought prone area, plagued by low and erratic rainfall, small and marginal farmers and landless labourers are the most affected by crop failure dependent on the unreliable monsoons. Low landholdings and low land productivity leads farmers into debt traps or distress migration in search of employment. Their constant movement in search of opportunities affects their children's education. AKRSP (I) felt that addressing the ecological degradation and promoting alternative livelihoods would help in reducing this distress. Non-farm and off-farm based micro-enterprises were initiated simultaneously, since natural resource management alone could not achieve the required results.

The Process

AKRSP (I) has mobilised and formed several Village/ Community Institutions - Village Development Committees, Mahila Vikas Mandals, Self Help Groups, theme based groups like Pani Samities and canal irrigation societies to fulfil different purposes. Federations are also promoted at the regional level. These constitute groups, which ensure cross learning and enhance the power of collective thought and action. In the future, these bodies would become the apex organisations of reference for village level societies, a forum for regional development and provide the required services to their respective members, including the formation of new groups. AKRSP (I) considers this to be a very important move in sustaining their initiatives and also for phasing out.

Involving these village institutions in community based, micro planning at their respective village levels ensures community ownership over the development initiatives.

During planning, village institutions are asked to identify the poorest, most needy and those families/ individuals whose problems need to be addressed in order of priority. The individual is first asked to consider his/ her interests and skills and explore livelihood options on this basis. The individual is then asked to identify the market and carry out an initial mar-

ket assessment (the expenses involved are reimbursed) and specify the technical and financial requirements for setting up the enterprise. Field personnel discuss the entire process of setting up the unit - procurement, processing/ production, trading/ retailing, marketing and promotion, customer segments etc. After the basic plan is prepared, the first loan, which is either interest free or subsidised, is extended. When the entrepreneur needs fresh funds after repayment, a second loan minus the interest free bonus is extended.

Training and credit

Basic orientation programs are organised for potential beneficiaries while technical training and skill building are on going. Regular workshops and meetings are organised with bankers and financial institutions to build up a platform for accessing micro-finance.

The various micro-enterprise activities range from grocery, animal husbandry, organic compost manufacturing and vegetable vending to fisheries, audio-video renting, bicycle repair, providing oil for sewing machines, repairing bio-gas plants, sugarcane juice making, broom making, bullock trading, foot-ware selling, cement pole manufacturing, poultry, goat rearing and collective marketing initiatives. Dairy farming is consciously promoted because of its potential in a rural environment. Generally, dairying is carried out at the individual or family level, however, in Bharuch, a women's group has taken it up collectively. After putting up a shed they divided the work responsibilities of fodder collection, cleaning and milking etc. They are linked to the local dairy, which set up its collection centre after the women's initiative started.

AKRSP (I)'S INTEGRATED APPROACH ADDRESSES ECOLOGICAL DEGRADATION, STRENGTHENS THE NATURAL RESOURCE BASE, ORGANISES COMMUNITIES TO BECOME SIGNIFICANT STAKEHOLDERS IN THE DEVELOPMENT PROCESS, FOOD SECURITY, IRRIGATIONAL FACILITIES, ENHANCES PRODUCTIVITY AND PROFITABILITY OF EXISTING LIVELIHOODS, OFFERS ALTERNATIVE LIVELIHOOD OPTIONS, ENSURES PROCESSES FOR WOMEN'S EMPOWERMENT AND REDUCES CLASS INEQUALITIES.

Chikoo co-operative

AKRSP (I) has promoted a chikoo co-operative in Mangrol, which has now moved beyond its neighbourhood market and made inroads into the Rajkot market. Women members of institutions in other villages have come together and undertaken collective marketing of their produce (coir, cotton, tiles, onions etc.) after being encouraged by AKRSP (I). As a result, they realised the extent of exploitation they faced at the hands of local traders and middlemen. This motivated them to develop and expand their own system of marketing. Understanding the economies of scale has helped them mobilise more women and increase the quantum of their transactions. Initially, the entire concepts of micro-finance and micro-enterprise development were promoted through Self Help Groups. Though AKRSP (I) firmly believes in promoting group enterprises, sometimes they have had to support individual enterprises as well. In some cases they have provided effective solutions to the poorest households in their work zones.

AKRSP (I) opines that though common facilities are created, it is essential to focus on services necessary at the individual level as well. Its field units monitor these enterprises while village institutions play an active role in supporting them. However, support structures in the form of peer groups to support and collect recoveries, need to be established. AKRSP (I) has also established an Entrepreneur Service Agents Model, whereby the agents selected from the villagers, identify and motivate potential beneficiaries, conduct regular follow-ups for timely recovery of principal amounts and establish backward and forward linkages. In addition, they

maintain regular contacts with AKRSP (I) and the entrepreneurs and facilitate timely problem solving to ensure effective enterprise establishment.

Findings

AKRSP (I)'s integrated approach addresses ecological degradation, strengthens the natural resource base, organises communities to become significant stakeholders in the development process, food security, irrigation facilities, enhances productivity and profitability of existing livelihoods, offers alternative livelihood options, ensures processes for women's empowerment and reduces class inequalities. Along with micro-enterprise development, it also ensures provision of alternative sources of energy so that women can take time off from collecting firewood; ensures the supply of drinking water so they do not have to walk miles to bring home water; creates awareness and empowers them to raise a collective voice and take control; involves them in marketing so they have easy access to cash and can decide how to spend it as well.

Grouping marginalized communities

When communities are marginalized, very poor or have a lesser voice, it becomes imperative to organise them in groups, since the risk taking capacity of a group is greater than an individual's. This also provides them with a voice that will be heard in the market. AKRSP (I) firmly believes that the sustainability of any development intervention cannot be justified without a people-

based institution. The organisation insists on the Participation of the Community in all processes initiated for their development. AKRSP (I) is only a facilitator - the doers eventually need to be the beneficiaries who are interested in bringing about a positive change in their lives.

Challenges of micro-finance

Group enterprises ensure risk diffusion among the members. This aspect is very essential considering that a great proportion of the country's population does not have an assured livelihood. The current trend of development is to create self-help groups, promote savings and provide them with micro-finance. Micro-finance extended initially is shared among the group members and then spent by the individuals for their consumption purposes. This system continues till the second and the third round of loans are disbursed. Simultaneously, some individuals start using this credit to initiate both individual and group enterprises. In certain cases, micro enterprises are extended technical and managerial support by those development or financial institutions that have promoted the concept of micro-finance amongst these entrepreneurs. However the period of support is short, and there are no mechanisms for periodic follow-up. An aspect often ignored, is a provision for enterprises that fail, as no fall back option has been created. In most cases, people take credit to set up enterprises, lack of planning and adequate support lead to failure so they are again trapped into the debt cycle instead of securing a livelihood.

India's First Industrial Estate for Women (ALEAP) From Rs 50,000 to 50 lakhs⁴

Ms. Mani who had initially started with a basic loan of Rs.50,000 to set up a Wafer Manufacturing unit, has now reached a stage where her enterprise is worth Rs.50 lakhs. All new members who are interested in accessing PMRY loans are immediately referred to her. She counsels them about the entire procedure of obtaining the loans and supports them through out the process.

Evolution

The Association of Lady Entrepreneurs of Andhra Pradesh, ALEAP helps women wanting to establish their own businesses. The organisation started with the objective of capacitating women, guiding and helping them overcome the challenges of becoming entrepreneurs. ALEAP considers this an effective mechanism to help women overcome gender related barriers. Some firsts:

- ♦ India's first industrial estate exclusively for women entrepreneurs at Gajularam, Rangareddy district, Hyderabad.
- ♦ An industrial estate for women entrepreneurs involved in the Food Processing sector at Nunna in Vijayawada, Andhra Pradesh.
- ♦ A one-stop-centre extending full support to women entrepreneurs across Andhra Pradesh.
- ♦ The first industry association to implement the Mutual Credit Guarantee Scheme in India.

The Process

ALEAP provides a range of services to its members:

- ♦ Training support - business specific orientation, entrepreneurship development
- ♦ Business idea generation
- ♦ Business planning - insights into market conditions and trends
- ♦ Exposure to similar units and interaction

ALEAP BELIEVES

THAT INDIVIDUALS ARE NOT NECESSARILY BORN ENTREPRENEURS; BUT IF THEY ARE MOTIVATED TO TAKE THE INITIATIVE, THEY CAN BE DEVELOPED THROUGH WELL-CONCEIVED AND WELL-DIRECTED GUIDANCE AND ACTIVITIES.

MOST OF ITS MEMBERS ARE FIRST GENERATION ENTREPRENEURS WHO HAVE GAINED A Foothold IN THE INDUSTRY AND MADE THEIR MARK. A VERY REMARKABLE FEATURE IS THAT THEY HAVE IMBIBED THE ESSENCE OF THE ORGANISATION OVER A PERIOD OF TIME

with entrepreneurs engaged in the same industry

- ♦ Financial support, information and access to Government schemes
- ♦ Extension of infrastructure facilities
- ♦ Vendor development
- ♦ Marketing support
- ♦ Opportunities for networking.

Entrepreneurship development

ALEAP believes that Entrepreneurship Development (ED) training is crucial for those setting up their own ventures. First women have to discover whether becoming entrepreneurs interests, motivates and excites them, adequately. ALEAP starts by conducting a one-month ED program, which analyses the capacities and interests

⁴ US \$ 1 = INR 45

of trainees. During training, they are exposed to various trades, government schemes, technical, financial and legal aspects of the businesses, administration and management related issues. Only those who express an interest are then counselled individually and provided with the required information.

Centre for Entrepreneurship Development (CED), the training wing of ALEAP, focuses on conducting EDPs, REDPs, PMRYs, ToTs, Agri-clinics and Agri-Business Development programmes. Interface with bankers, NGOs and Government authorities is organised to enable trainees and entrepreneurs to overcome their work related problems and enhance personal and communication skills. Follow-up and skill enhancement programs are an ongoing part of the process to ensure that entrepreneurs are periodically updated with changing trends and equipped to retain a competitive edge in the market.

Rather than appointing academicians and technical experts as faculty, ALEAP believes that the already existing entrepreneur-members are the best counselors, facilitators and mentors.

Facilitator and Business Development Cell (FAB Cell)

This cell provides the required technical expertise and guidance to women setting up their own businesses. It also disseminates information about technological changes, new processes, machines, government schemes, policy guidelines and changes, export potential, legal aspects, taxation, industry specific incentives etc.

The Incubator Facility

This is a unique service for those sceptical of setting up a fully-fledged business. Here, they can access the infrastructure to test-manufacture their products and reach a stage of viability before venturing out alone. For a nominal fee, these incubator facilities cover the areas of Information Technology, Leaf lamination, Jute Manufacture, Hardware training and Notebook manufacturing.

ALEAP Credit Guarantee Association (ACGA)

Aleap's sister concern ensures financial support to entrepreneurs and provides credit to those who have completed their training. As part of a pilot project, ACGA in association with Andhra Bank and CGTSI is implementing the Mutual Credit Guarantee Scheme, under which CGTSI is sharing the risk on every guarantee given by ACGA to Andhra Bank on behalf of its members. The best part of this arrangement is that all the members of the association are being extended credit from Andhra Bank without the essential collateral security.

ALEAP Industrial Estate

There are two industrial estates open only to women entrepreneurs. The first in Hyderabad, promotes industries engaged in electronics, garments, food processing, printing, bio-technology, small engineering and export oriented units like mushroom processing, computer hardware and software industries. The second in Vijayawada, focuses exclusively on the food processing industry. These estates are well equipped and provide all the required facilities. Land is provided to ALEAP's members at very nominal prices thus reducing the burden of their capital investment.

Other services

ALEAP also enters into tie-ups with various retail outlets, supply chain stores and industrial giants, to offer a ready customer base to its members. Their products are displayed in prestigious retail outlets like Food World, Spencer's and Trinethra. ALEAP has also been successful in providing members commercial space at nominal rates in a prime locality in Hyderabad, to market their produce.

Members consider the networking opportunities provided by ALEAP as a major factor in the development of their enterprises.

Findings

ALEAP believes that individuals are not necessarily born entrepreneurs; but if they are motivated to take the initiative, they can be developed through well-conceived and well-directed guidance and activities.

Most of its members are first generation entrepreneurs who have gained a foothold in the industry and made their mark. A very remarkable feature is that they have imbibed the essence of the organisation over a period of time. There are several success stories amongst them. In addition, their infectious spirit motivates potential candidates to start up on their own. Having taken on the responsibility of fulfilling ALEAP's mission, they are busy mentoring new members and ensuring that this movement towards women's empowerment moves far and beyond.

The Credit Guarantee Scheme and the Incubator facility reduce the financial risk of entrepreneurs in the initial stages of the businesses and ensure a smooth ride on the way to becoming full-fledged ventures. The incubator facility provides the opportunity to try out the skills learnt, ensures the quality of production and creates a concrete market base before taking on the risks of entrepreneurship.

ALEAP promotes individual entrepreneurship because it believes that it is the self-interest and passion of an individual that become the building blocks of a successful enterprise. In a group enterprise the sense of belonging is less, risk-taking responsibility is diffused and the battle amongst members to assume leadership weakens and hampers the progress of the enterprise.

A Home of Hope (Don Bosco ASHALAYAM)

The children's friend

The 300-year-old city of Kolkata is infamous for its poverty and the daily struggle for survival that so many of its citizen's face. Amongst the poorest of these are the children, living alone and working on the streets and railway stations.

While passing through this Station, Father Anthony, a Silesian priest, noticed many helpless children living on the platforms. They looked lost and hungry. He started visiting them regularly and gradually they accepted him as their friend. The first problem was to find them a shelter. At night adults, older kids and others harassed them and stole whatever money they could save. The first Don Bosco ASHALAYAM opened on 2nd January 1985 with 14 boys.

Evolution

Don Bosco ASHALAYAM started on the platforms of Howrah Station. ASHALAYAM means "a home of hope" in Sanskrit. The child on the street is totally alone and the aim of ASHALAYAM is to make him experience the warmth and love of his lost family. If a child does have a family, every effort is made to send the child

back. In the beginning ASHALAYAM started with a night shelter but gradually developed fully-fledged homes to meet all the basic needs and rights of the children.

Don Bosco's objectives are to provide a home for the homeless, ensure their all round growth and development, enhance their capacity with the basic right of education, and nurture them to become sensible and responsible citizens.

ASHALAYAM

MEANS "A HOME OF HOPE" IN SANSKRIT. THE CHILD ON THE STREET IS TOTALLY ALONE AND THE AIM OF ASHALAYAM IS TO MAKE HIM EXPERIENCE THE WARMTH AND LOVE OF HIS LOST FAMILY. IF A CHILD DOES HAVE A FAMILY, EVERY EFFORT IS MADE TO SEND THE CHILD BACK. IN THE BEGINNING ASHALAYAM STARTED WITH A NIGHT SHELTER BUT GRADUALLY DEVELOPED FULLY-FLEDGED HOMES TO MEET ALL THE BASIC NEEDS AND RIGHTS OF THE CHILDREN

The Process**Vocational Training Unit**

Experience has shown that children from the street are able to stand on their own feet if they are educated and trained. ASHALAYAM has developed 25 trades in its different Homes. At the moment, more than 150 boys and girls are being trained in various activities and will soon be ready for employment. Those interested in self-employment are also trained in accounting and management.

Objectives of the Vocational Training Unit**The craft workshops:**

- ♦ Help children forget their street past
- ♦ Develop a sense of personal responsibility
- ♦ Form self-respect and self-acceptance
- ♦ Promote creativity
- ♦ Promote the habit of saving
- ♦ Promote a habit of working.

Activities

- ♦ An hour of moral instruction and interaction with the students every Tuesday
- ♦ VTC students attend a Health Awareness Programme organised by the Mobile Health Clinic once a month
- ♦ Products made in the Vocational Training Centres are marketed
- ♦ Every child is paid for the work done in the month. This income is saved in indi-

vidual savings accounts and the entire amount returned to them along with an equivalent grant, when they leave

- ♦ Children are placed in the trade they have learnt, based on their skill
- ♦ Smaller children are counselled regularly to choose a trade of their choice
- ♦ Seniors are regularly counselled to impart life-skills, interview facing skills, body language etc.

Future Plans

- ♦ Adult education for different age groups
- ♦ A beautician's course and beauty parlour for ASHALAYAM girls and local, needy girls
- ♦ A shop in Kolkata to display and sell ASHALAYAM products
- ♦ Participation in fairs and exhibitions.

Training in:

- ♦ Candle making
- ♦ Plastic moulding
- ♦ Carpentry
- ♦ Agricultural activities
- ♦ Vegetable drying
- ♦ Bottling
- ♦ Motor mechanics
- ♦ Radio, television repairing
- ♦ AC & Refrigeration
- ♦ Tailoring and knitting
- ♦ Book binding
- ♦ Bakery
- ♦ Welding
- ♦ Leather works
- ♦ Driving.

Final Placement

Single-parent children from needy families, living at ASHALAYAM, are helped to take up education or training as a career choice. After completion they are assisted in getting a job and then reunited with their families. The primary objective is to unite the child with his/ her family.

ASHALAYAM tries to purchase land for orphans and build them a modest house. For this a matching grant is given by ASHALAYAM to substantiate the child's savings accumulated during training.

Findings

Despite the fact that ASALAYAM is a Christian Charitable Institution, vocational training and job placement programmes are not run on a sympathetic basis. The standard of training and education is of the highest quality and children are eventually trained as professionally competent young

adults who add value to their workplace.

While stress is laid on producing high quality marketable products, children are made aware of their worth and of market realities through consumer feedback. The institution ensures the all round development of children as good human beings and responsible citizens and not just trained young professionals.

Every Individual has some Entrepreneurial Qualities (IOM)

Evolution

The Economic Rehabilitation of Trafficked Victims (ERTV) Project was conceptualised by the International Organisation for Migration (IOM), after reading a newspaper article on the rescue of trafficked victims that was juxtaposed with one on AMUL starting production and marketing of pizzas. Involved at that time on the rehabilitation of earthquake victims in Kutch, IOM was also exploring appropriate avenues to work with victims of trafficking; a growing problem in India and one of the seven mandated areas of IOM's work. The idea of rehabilitating these victims through such marketing initiatives was, thus, born in August 2001.

During the first phase of the project, 304 survivors of trafficking were economically rehabilitated through 26 different enterprises in different states across the country. These enterprises ranged from traditional businesses like Dairy, corporate franchises like AMUL Parlours and X-press Kiosks to Fast Food centres, Beauty Parlours, Craft Emporia and Training-cum-Production centres such as Book Binding units, Block Printing and Garment Production units.

The main objective was, 'To contribute to the successful and sustainable rehabilitation of rescued victims of trafficking in India by creating avenues for their economic development'. The project is characterised

by four distinctive features: a multi-stakeholder approach, appropriate and flexible business models, a professional approach and sustainability.

The Process

Developing the enterprise

- ♦ Identification of NGOs to partner with;
- ♦ Identification of beneficiaries in association with partner NGOs. Criteria: they should be trafficked victims/ rescued survivors willing to capitalize on an economic opportunity;
- ♦ Development of Business Plan. Ideas were generated in conjunction with partner NGOs and participants; opportunities with corporate establishments explored by the project staff;
- ♦ Credit Disbursement to participants and financial support to partner NGOs. Participants were liable individually and as a group - they were required to stand as guarantors for each other's share of credit. The average loan amount for each participant was approximately Rs 20000/-. The idea behind providing part of the investment as loan to the participants was to make them responsible towards their enterprise and create a sense of ownership. After the successful running of their businesses, this amount is recovered from them and pooled into a

revolving fund to provide further micro credit assistance to more participants (survivors of trafficking).

Training the participants

- ♦ Psychosocial component: It was essential to focus on developing their life skills and ensure that they build up the expertise required to be part of a group, interact with people and work in a team since all were engaged in group enterprises, with the exception of those involved in the dairy business.
- ♦ Entrepreneurship development training: Training covered planning, accounting and book keeping, marketing, legal aspects and principles of management.
- ♦ Business specific orientation: With the help of the corporate partners and training institutes, participants were provided practical and if possible, on-the-job training related to their specific product or enterprise. The training duration depended on the type of vocation and the time that participants could invest. This varied from a period of ten days in the case of dairy to nine months for Kalamkari block printing. In order to facilitate their learning process, not more than 30 participants were ever involved in a single training session at any particular point of time.

Setting up the enterprise

- ♦ **Selection of location:** Location plays a very important role in determining the viability of an enterprise especially retail outlets such as AMUL parlours, X-press kiosks, fast food centres etc. In certain cases, the outlets have been handed over by the government authorities at no cost or subsidised rates, whereas in others they had to be taken on rent. Those enterprises requiring production have been located where rents are low.
- ♦ **Procurement of material and setting up machinery:** Certain enterprises took longer than others to be set up. Some even took from six to eight months after the participant's training was completed

- the critical period when chances of the girls getting frustrated and losing interest, giving up or getting re-trafficked are high. Hence, planning and time scheduling has to ensure that this transition period is reduced to the minimum possible.

- ♦ **Legal formalities:** Getting the required permissions and applying for required licences: Drawing up Articles of Association, which specify the rules and norms, and define the nature of association amongst those owning a particular group enterprise - this defines their rights and responsibilities as partners and colleagues. Simultaneously, operational guidelines are also drawn up, which indicate the various norms pertaining to the day-to-day functioning of the enterprise.
- ♦ **Starting operations at the production centres/ retail outlets.**

Monitoring

A Project Coordination Committee (PCC) constituting IOM, partner NGO and participants guides the overall activities of the enterprise. IOM also believes that another significant mechanism is peer monitoring. Hence, efforts were made during training to involve participants at every stage, and make them feel responsible for each other.

Successful linkages

During the project, IOM created effective partnerships with five corporate houses - the Gujarat Cooperative Milk Marketing Federation (GCMMF), Visakha Dairy, Café Coffee Day, Kanti Textiles and Lifestyle Clinique Academy - Health, Beauty and Fitness Spa for providing business opportunities to the participants. Various technical training institutions like Krishi Vigyan Kendra, Andhra Bank, Institute of Rural Development, Nagavalli Institute of Rural Entrepreneurship Development, National Institute of Fashion Technology (NIFT) and Institute of Hotel Management and Catering Technology also participated by extending business specific orientation to trainees.

Multi-stakeholder approach:

This aims to holistically tackle the challenges inherent in the process of rehabilitating trafficked victims. The following table helps to understand the varied roles of different stakeholders.

NGOs

- Direct care and support to the beneficiary.
- Continuous psychosocial counselling and medical care.
- Identification of suitable locations for setting up businesses.
- Day to day support to beneficiaries - business management and coordination.
- Group formation and confidence building amongst entrepreneurs.
- Revolving fund management.

Role of the Government

- Allocation of suitable sites for enterprises.
- Infrastructure & financial assistance.
- Coordination amongst various departments and agencies.
- Replication and up scaling.
- Community mobilization.

IOM has been able to convince government agencies about the concept and stages of economic rehabilitation and involve concerned authorities in the process. Government support has provided a tremendous impetus to the programme and the participants.

The participant is a key stakeholder in the process of rehabilitation - who not only plays a major role but in addition, undergoes a paradigm shift from being a victim of trafficking to an entrepreneur, building groups, learning to recognize and follow rules, committing to group activity and

Corporate Houses

- Extending business opportunities/ franchisee options.
- Feasibility analysis.
- Creating market linkages, extend backward and forward linkages.
- Brand promotion.
- Business specific training.
- Business culture and corporate image.
- Regular follow up and support.

Role of the Participants

- Business planning.
- Enterprise set up.
- Day to day management.
- Group formation and period reflection.
- Institutional development.
- Peer group motivation and exposure.
- Profit sharing and asset creation.

Role of IOM

- Conceptualisation and project design.
- NGO - Beneficiary selection.
- Corporate Houses identification and linkages.
- Capacity building - Training of staff and beneficiaries.
- Interface with Government and linkages with training institutions.
- Financial assistance for project implementation.
- Monitoring and coordination amongst various stakeholders.

enterprise management. This individual naturally becomes an empowered role model for other trafficked or potential victims

Appropriate business models

Though IOM initially conceptualised the ERTV project with a corporate franchisee model, it allowed for considerable design and evolutionary flexibility. During the project's first phase four different business models emerged:

Model	Characteristics	Example
Corporate Franchise	These franchisees of corporate houses, are managed by the survivors on a commission basis, on overall sales. The brand name, products, technical expertise and monitoring are all carried out by the Corporate House.	Coffee Day Express, AMUL parlours
Training-cum-Production units	Mainly production centres, which produce goods for the market and are eventually used for training more survivors.	Garment production units, Book binding units
Corporate like businesses	Survivors come together to set up group businesses with a professional outlook. A brand name and corporate-like identity is created.	Beauty parlours, Fast food centres, mobile restaurants
Traditional businesses	Encouraged in locations where the potential for other activities is not available.	Dairy

The kind of business selected depended on where the NGOs and their enterprises were located: rural or urban areas; viability of the businesses; market demand for the goods of the enterprise; resources available with the NGO (infrastructure, staff capacities, goodwill, contacts and linkages etc.); its ability to mobilize government support; the potential for corporate franchisees and the interest and skill level of the participants.

Corporate-like enterprises were promoted over others because influencing the social responsibility policies of corporate houses took time before yielding concrete results. IOM opted to set up enterprises and promote a corporate culture within them by providing technical training, business specific and entrepreneurial orientation through the services of renowned professional institutes, forging backward or forward linkages with Corporate Houses, ensuring managerial support from the

NGOs and taking responsibility of monitoring and follow-up itself.

Traditional rural-based enterprises, essentially in the dairy sector, were taken up in rural areas where market potential for other enterprises and skill levels among participants were low, and the facilities for producing high value goods for larger markets, was not readily available. However, the best possible training inputs were provided to offset these limitations and add value to an otherwise traditionally managed, low-key activity.

Training-cum-production centres provide employment to a large number of participants at one single place, with additional scope to employ less enterprising participants as well. These enterprises require high capital investment, substantial infrastructure, technical expertise to manage specialized equipment and large-scale production,

and the capacity to innovate in a competitive and changing market scenario.

Professional and sustainable solutions

After successfully implementing the first phase of the project, IOM is currently planning the second phase. More time is being invested in building the capacity of participants and exploring viable business initiatives.

IOM has provided a viable and sustainable solution for NGOs and government agencies, involved in addressing the issue of rehabilitation. In addition, it has provided Corporate Houses the opportunity to partner, contribute and also make a profit. For the victims, IOM has ensured a respectable livelihood; eliminated their helplessness and given them the dignity of becoming entrepreneurs.

Findings

- ♦ The ERTV Project is a focussed intervention, founded on the premise that every person has some entrepreneurial qualities. Trafficked women, by virtue of the tough situations they have experienced, have the ability to deal with multiple pressures. This can be converted into the strength and skill needed to establish their own business venture.
- ♦ A more holistic approach is to ensure that economic rehabilitation is not viewed merely as an end in itself, but adopted as a critical tool to ensure the successful reintegration of survivors into society.
- ♦ There is a need for continuous and sustained psychosocial support to survivors even after the enterprise is set up. Since they are managing a business for the first time, they constantly require guidance to handle situations they may not have encountered before.
- ♦ Since most of the women are either illiterate or dropouts, there is an urgent need to build up their skills - starting with functional literacy skills - so they do not feel incompetent in their work environment. In tandem with current market trends, computer literacy skills also help to enhance their market value and opportunities.
- ♦ There is a need to create different models, suitable and feasible under different circumstances, for women based in shelter homes in cities (with or without restrictions on mobility), for women who are currently in the shelter home but will be restored to their families and communities, for women who have already been restored. All these factors have to be considered before designing the enterprise.
- ♦ If the participants' family members were involved as important stakeholders in the entire process - particularly in the setting up of enterprise, the effectiveness of the entire process would definitely increase.
- ♦ Handling media - IOM has had varying experiences in the way media has affected the enterprises they have promoted. In one instance, positive publicity provided the right kind of mileage and boosted sales. In another, spurred with the idea of providing sensational news, the media reported details of the woman's background, which had a negative impact as customers became apprehensive of getting their services from her. It is thus very essential to orient and sensitise the media and ensure that NGOs and others facilitating the entire process do not, in their eagerness to publicise their good work, damage the prospects of the enterprise. This aspect is very critical, especially in small towns and villages and has to be handled carefully.

AMUL-Anand Pattern Co-operatives (Kaira District Co-operative Milk Producers' Union Ltd)

The revolution called AMUL

AMUL is a unique model of co-operative development, which set into motion the historic Operation Flood and heralded the White revolution in India.

Today it stands for a massive network: collecting milk from almost 12 million farmers, testing it, grading it, transporting it twice a day from 100,000 villages over 10,000 routes to about 200 dairy plants, processing it, packing it and sending it to the market in almost 800 big and small towns every single day of the year.

A distinguishing feature is that it is one of the few initiatives in the country, which has served the dual objectives of delivering wholesome nutrition to consumers at the most competitive prices and also transferred the bulk of the value realised back to its members - the milk producers at the grass root level. AMUL has thus been able to achieve both a marketing miracle and established an enviable precedence in social development as well.

Evolution

The Kaira District Milk Producer's Co-operative Union Ltd. was registered in December 1946 with the objective of liberating the milk producers of Kaira in Gujarat, from the prevailing, unjust market arrangement. The purpose was to evolve a suitable marketing arrangement, which would ensure them their dues being usurped by street-smart businessmen who controlled the market. When monopoly milk collection rights were awarded to one individual, the producers were at the mercy of his contractors, who paid according to their whims. At that time they had no other way of ensuring that their produce reached the market or fetched them a reasonable price. The milk producers united to challenge this unjust situation, and developed a system that has ensured them a regular and fair price ever since.

The Process

Over a period of time, the Kaira District union system evolved into the Anand pattern, which was initially replicated in Gujarat and then across the country. This led to the unprecedented White revolution, which transformed India from an importer into a self-sufficient producer, to becoming an exporter of milk and milk products and finally the largest producer of milk in the world.

The Anand Pattern is basically a three-tiered, vertically integrated, democratically governed and professionally managed co-operative structure. At the village level, there are village primary co-operative societies formed by the farmers/ milk producers. At the district level, there exists the district level milk Producer's Union, which comprises of the members of all village level co-operative societies. In some cases, the village co-operatives were formed first and in

others, the Unions, which then took over the responsibility of mobilising farmers to form co-operatives at the village level.

Significant elements of the Anand pattern:

- Single commodity approach
- Member ownership and control of the co-operatives
- Decentralised decision-making
- Employing professional managers and technologists
- Accountability of professionals to members through elected boards
- Supply of technical inputs to members, at reasonable rates - balanced cattle feed, fodder seeds, veterinary care and artificial insemination
- Co-ordination of milk production, processing and marketing
- Concurrent and annual audit of village co-operatives and district unions
- Daily and weekly payments for the milk, based on quality testing
- Investment in village social overhead capital
- Co-operative education programs
- Autonomy to milk unions in fixing their milk prices and designing their own marketing systems
- Byelaws, which specify the governance and operations of the co-operatives.

A Federation has been constituted at the state level to provide economic and political benefits to its member unions, especially the smaller ones. For instance, as the number of unions multiplied in Gujarat, Kaira Co-operative recognised the need for a marketing federation; thus the Gujarat Co-operative Milk Marketing Federation (GCMMF) was set up in November 1973 to establish a strong and extensive marketing system, which attended to both policy and implementation, so member unions were free to concentrate on procurement, processing and packing.

Integrating the disadvantaged into society

The co-operative is run on the principle of one man one vote and only genuine milk producers are permitted to become members irrespective of caste, creed, and religion. There are many instances where this co-operative movement has led to the integration of tribal communities, untouchables, backward classes and other socially isolated communities into mainstream society. The very fact that their produce is catering to people from the higher classes has motivated people from socially unacceptable communities to enhance their production and maintain their association with the co-operatives. Dairying provides a secure livelihood option to both small and marginal farmers and landless agricultural labourers, especially in the rural communities.

As production and sale of milk augments the family income of those associated with the co-operatives, children and women are the first to be withdrawn from the employment market and encouraged to take over the care of cattle at home.

Professional management

A Managing Committee, elected by the members from amongst themselves, runs the primary co-operative. Since the Board of Directors of Kaira Co-operative is elected from these producer members, they are trained in management procedures. The operating management and marketing set-up of AMUL however, is entrusted to professionals who are constantly supervised by the board.

Wise organisation, technology and social concern

Kaira Co-operative is a symbol of the transformation that can be achieved by wise organisation, technology and social concern. Factoring in the element of time into opera-

tions was a new concept for producers. Kaira Co-operative bears the cost of transport, it groups primary co-operatives along transport routes and also organises the routes to achieve the most economical pattern. Therefore, milk cans have to be kept ready for despatch at specified times. The trucks deliver empty milk cans, fodder seeds, sacks of cattle feed and even messages to the primary co-operative. The speed with which information is communicated between Anand Headquarters and the remotest villages is remarkable.

Medical assistance for animals

Medical services including emergency aid are provided round the clock through a fleet of mobile dispensaries, for the safe upkeep of the animals. In most cases, staff members of the village co-operatives are trained to inseminate buffaloes and administer veterinary first aid. Initially, grazing by the roadside used to be the only way their animals fed, but now the co-operatives ensure that they receive cattle feed at cost price.

Marketing a range of milk products

The milk, collected from the village co-operatives twice in the morning and the evening everyday, is taken to the nearest dairy plant where it is processed. Products ranging from different varieties of milk, cheese, butter and chocolates to buttermilk, ghee, ice creams and dairy whiteners are marketed through a highly efficient distribution network of wholesalers and retailers, at home and abroad.

Eligibility criteria for producers

Milk producers are paid according to the quality of their milk. This encourages them to enhance and maintain quality instead of adulterating it to inflate quantity. The bylaw also states that members who do not supply a minimum of 500 litres of milk a year, or fail to supply milk for at least 180 days per annum, lose their voting rights and eligibility to stand for office, for a stipulated period of time. This is to ensure a consistent sup-

ply; sometimes when private vendors offer better prices some milk producers divide their produce between the co-operative and private vendors, which negatively impacts the dairy's operations. So this basic eligibility criterion discourages members to succumb to this kind of short-term gain.

Financial assistance, insurance and fodder banks

Financial support to purchase milch animals is provided under various government schemes, and with the support of financial institutions and development organisations. In some cases, the credit that is returned is constituted into a revolving fund, which is extended to others or the same individuals for purchase of more animals. Co-operative societies in association with financial institutions also offer insurance schemes to ensure minimum losses to members in troubled times. Many village societies, farmer and women's groups have also taken permission from the Village Panchayats to utilise wastelands for growing fodder. In certain cases, fodder banks have been created locally, to ensure constant availability of fodder especially in lean seasons.

Profit sharing

The annual profit made by the co-operative in handling milk supplied by its members, is added to the share of profit received from the District co-operative. Out of this amount, an annual bonus is paid to the shareholder-producers in proportion to the value of milk they have supplied during the year. Shareholders also receive a dividend and paid staff gets an annual bonus. Allocations are also made towards various funds from a part of the profits to a reserve fund, education fund, and cattle development fund.

In some co-operatives there is a little variation in profit distribution. Here, the extent of business transacted by the member with the society (supply of milk, purchase of fodder seeds, cattle feed, use of other services) as against the volume of milk supplied is considered the basis for distribution

of profits. This is based on the premise that all these transactions contribute to the business, and therefore the earnings of the co-operative.

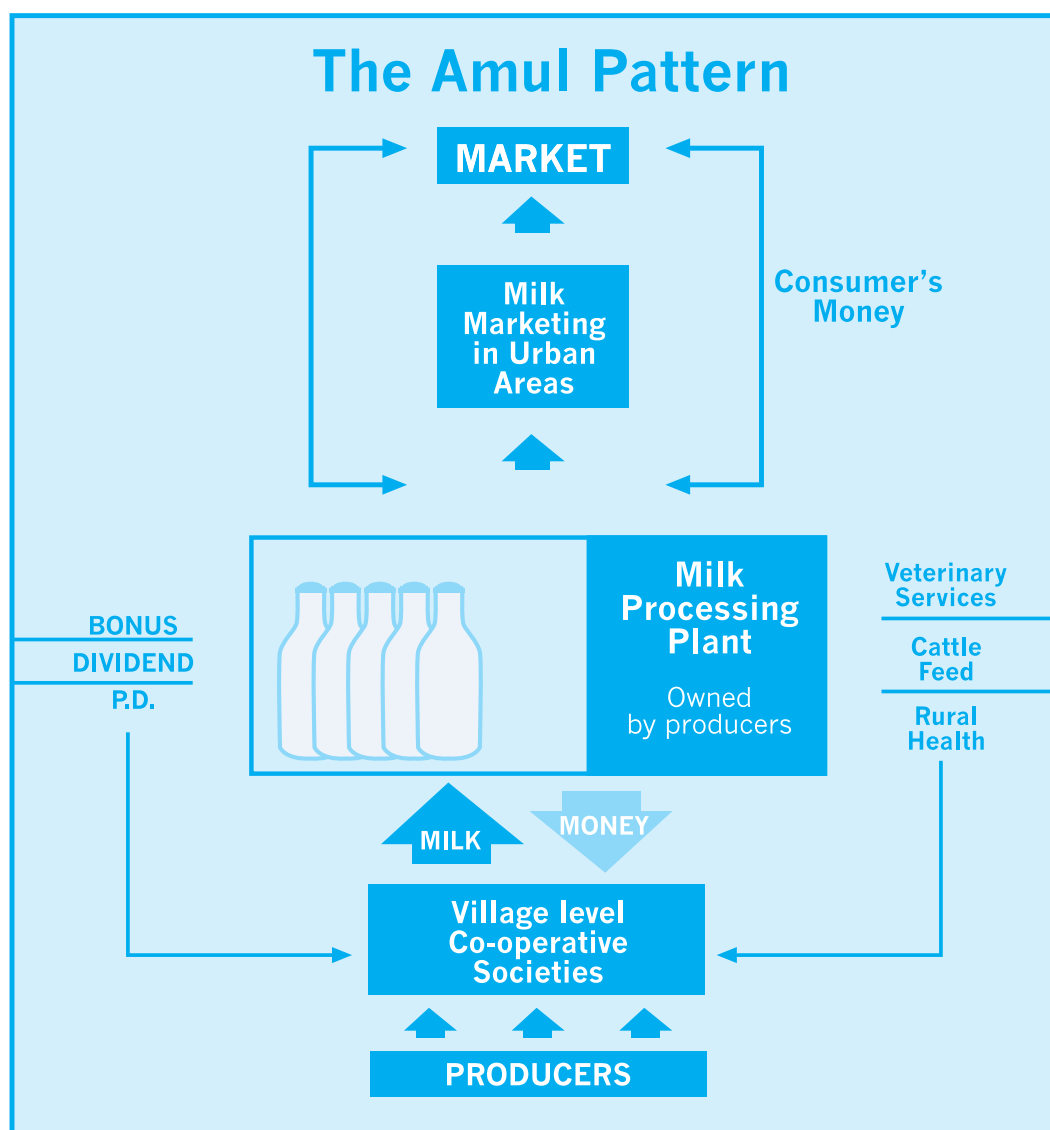
Regular training and exposure

Visits are regularly organised for members to other societies and especially the dairy plants to observe what exactly happens to the milk they supply. Members feel these visits give them a great sense of pride as part of a really big enterprise, which is technologically advanced and caters to the varied requirements of a vast national and international market. Various trainings are also conducted periodically, to enhance operations - beginning with cleanliness,

bookkeeping, dairy management, co-operative principles and social development to the personality development of the members.

Employment to others

These co-operatives also offer great employment opportunities especially to unskilled, uneducated labour. The primary co-operative itself could employ three to ten villagers for milk collection, testing, book keeping and transportation. A district milk co-operative union takes in a few hundred employees. Most dairy plants train men to handle its various operations while women are given preference in the packaging sections.



AMUL's magic retailing wand

In recent years, AMUL has taken a huge leap forward in getting closer to consumers through its chain of AMUL Food and Pizza Parlours located in residential areas. Interested individuals or groups are encouraged to set up these food parlours as franchisees, with all technical and marketing expertise provided by GCMMF.

The Anand pattern not only ensures fair returns for milk produced, but also a real feel of the market pulse. The diffusion of this movement has ensured the emergence of various unions across the country - Aavin (Tamil Nadu), Him (Himachal Pradesh), Milma (Kerala), Nandini (Karnataka), Omfed (Orissa), Parag (Uttar Pradesh), Sanchi (Madhya Pradesh), Saras (Rajasthan), Snowcap (Jammu & Kashmir), Sudha (Bihar), Verka (Punjab), Vijaya (Andhra Pradesh) and Vita (Haryana). All these are manifestations of AMUL in its regional avatars.

Co-operative dairy development on the Anand Pattern has been instrumental in securing livelihoods for villagers in many parts of rural India, through income generation, agricultural diversification, risk distribution, female empowerment and assured employment.

Findings

The basic philosophy of the Anand pattern is to combine India's greatest asset, the power of its people, with professional management, in a vertically integrated co-operative structure that establishes a direct linkage between those who produce milk and those who consume it (either as milk or milk products). This structure transfers to the producer the largest share of the consumer's rupee, creating the incentive to improve the quality and quantity of production. It supports production by exposing farmers to modern methods and technology. By placing the farmers in control, as owner of his co-operative, it involves him in the process of development. The democratic form of the co-operative provides an underpinning for democracy through a foundation of demo-

cratic institutions at the grass roots, village level.

Various co-operatives - agricultural societies, credit societies, marketing co-operatives, consumer co-operatives, sugarcane co-operatives, fruit and vegetable marketing societies - have been started across the country in an effort to replicate the successful Anand pattern. But most have failed, because they duplicated the auxiliary features, but missed out the core issues, which constitute the foundation of this model. Replicating the design without the spirit has resulted in failure.

Market the pre-condition and marketing the first strategy

Kaira began to exist because of Bombay. It is very essential to start planning production only after market opportunities have been well explored and understood. Market pull has to be the guiding factor; in order to engage more producers, it is essential to stimulate and expand the market on an ongoing basis. It is only after production based on traditional methods starts meeting the demand of the growing market that input services and technological changes should be considered. In any business plan, marketing strategy needs to be devised even before the production strategy is put in place. Thus the key to any economic initiative exists in finding and tapping new, attractive markets and providing members access to them.

There needs to be a strong reason and sound logic behind the formation of any co-operative. Good intentions are not sufficient for the co-operative to succeed. Though milk co-operatives are definitively composed of milk producers their main intention in uniting is to find a more profitable means of marketing their product. Therefore, capturing and developing new markets is crucial for building and sustaining a marketing co-operative.

Professional management and branding

It is very essential to ensure that support staff members are entrusted with adequate

“Hours worked in producing milk in India are equivalent to 45 million full time employees. That means dairy in India has more employment than any other sector in any economy in the world”

The Power of Productivity

*Dr. William Lewis
McKinsey Global Institute*

authority to carry out their respective responsibilities. It is particularly helpful if their tenure is long enough to initiate a profound and sustainable change.

After the procurement and production

aspects get stabilised, a co-operative has to rely on branded products instead of commodities - to gain a foothold in the market.

Autonomy for co-operatives

The Anand Pattern offers a great opportunity for farmers and milk producers to own and operate their co-operatives themselves. In the process they make mistakes, but learn to improve and find solutions every time - the best route to real, overall development.

For many years, co-operatives have been influenced by political considerations in the design of their policies, strategies and activities, which have hampered their progress. In the recent past there have been several, a progressive amendment to the multi-state co-operative act, and the government is working hard to ensure autonomy for co-operatives in the country. This positive step will go a long way in spreading the co-operative movement further across the country.

Transition from Victims to Survivors to Facilitators (ODANADI/ MANAVI)

Evolution

MANAVI in Mysore, Karnataka, is a support institution, which provides technical and managerial support and most importantly, a platform for women to express solidarity and share their personal and professional concerns. Today, the survivor's themselves want to take on the responsibility of providing support to others in distress, on their own terms, in their own way.

ODANADI SEVA SAMSTHE, Mysore works pro-actively on issues related to Commercial Sexual Exploitation and Trafficking (CSE&T). It runs a shelter home for girls rescued from traumatic circum-

stances (sexual exploitation, trafficking, domestic violence etc.) and offers training in various activities like making detergents, candles, soft toys, beautician courses, driving four wheelers etc.

IOM interacted with trainees to understand their interests and shared with them the ERTV project concept. The girls felt the project was a great opportunity to capitalise on the skills they had acquired and decided to set up group enterprises.

The Process

After individual skills and market conditions were thoroughly analysed, various aspects and enterprises were considered:

THE IDEA

BEHIND REGISTERING MANAVI IS TO SHAPE THIS INDEPENDENT BODY AS AN ENTREPRENEURSHIP BUILDING CENTRE FOR SURVIVORS IN NEED OF ECONOMIC OPPORTUNITIES. IT IS ALSO EXPECTED TO EXTEND TRAINING FACILITIES ON-THE-JOB THROUGH INTERNSHIP FACILITIES AT THE DIFFERENT ENTERPRISES, WHICH ARE A PART OF MANAVI SANGHA. IN ADDITION, IF THE NEW ENTRANTS ARE INTERESTED, AND DEPENDING ON THE OPPORTUNITIES AVAILABLE AT THE ENTERPRISES, THEY WOULD BE OFFERED THE OPTION OF JOINING EXISTING UNITS OR WOULD BE PROVIDED SUPPORT BOTH FINANCIAL AND TECHNICAL, TO SET UP THEIR OWN INDIVIDUAL OR GROUP ENTERPRISES

- Though most girls were trained in making detergents, candles, soap, soft toys, woollen wear and handicrafts - a training facilitated by RUDSETI, Mysore (a collaboration of Dharmasthala Temple's administration and Canara Bank), only four wanted to continue this vocation. So a multi-product, craft emporium was set up to produce and market all these products.
- IOM shared the idea of setting up AMUL parlour franchises with eight girls interested in opening shops and entering the food businesses. They decided to manage two franchisee parlours together.
- Since two girls could drive, they mooted the idea of a travel agency, which would initially offer a call-up taxi service and later expand to include train, bus and airline bookings. A third girl joined them to handle administration and co-ordination. This would be the first travel agency in Mysore, owned and managed by women and offering women cab drivers!
- Two other girls were trained beauticians and employed at a leading beauty parlour in the city. They wanted to branch out on their own and were joined by three others who were interested in becoming beauticians.

MANAVI takes its first steps

The next step was to work out how ODANADI would go about this process of economic rehabilitation. Since IOM had initially discussed the concept of revolving funds and reaching out to more survivors, ODANADI decided to institutionalise the process. As a result, the 'MANAVI Mahila Sangha' society was registered on 8th March 2004, with all 20 girls becoming members.

During the preparatory phase, participants received their basic requirements, counselling and medical support at ODANADI's shelter home. With the help of 'Kannada Nadu Sakshara Nadu', a primer, they improved their functional literacy and numerical abilities; and received training in communication and leadership. The secretary of the society nominated by the girls, and ODANADI's staff involved in setting up the enterprises were trained under 'The Entrepreneurship Development' programme organised by IOM.

ODANADI believes in involving the girls in all activities concerned with the setting up and managing of the enterprises. Once the micro-credit amount was transferred to a new bank account, the girls were given the responsibility of carrying out financial transactions (writing cheques and demand drafts), administration (writing TA bills, filing papers, attending telephone calls, handling mailing, registered posts, under certificate of posting), and making purchases for their respective enterprises

Amul parlours

Those setting up Amul parlours, were given technical training, from day-to-day handling of customers, operating machinery and products to maintaining records and book keeping by GCMMF at their existing parlours. After scouting round for busy locations, the girls decided to set up the parlours near a college and the central market. Soon they realised that most Amul products move only in summer, so there was a need

to add other products for the rest of the year. A diversified product mix was introduced and changes made according to customer demand.

The emporium

Pearls from Hyderabad and bronze idols from Bangalore were introduced to diversify the existing product line. Simultaneously, efforts were made to procure institutional orders for toiletries.

All women travel agency

After getting their licences, the girls participated in a motor-mechanic training program so they could handle minor repairs and deal with emergencies independently. ODANADI also organised classes in self-defence (Karate), to equip them to handle difficult situations and passengers. Considering fund constraints and passenger capacity requirements, a second hand Maruti Omni van was bought and modified to run on gas to minimise operational costs. Consistent efforts made by the girls to expand their agency have encouraged the Government to consider giving them a grant for vehicles, so they can increase business capacity.

The beauticians

The three girls interested in becoming beauticians were trained at Jan Sikshan Sansthan, and extended their part time work at the parlour during their training.

Findings

Time and resources

Rehabilitation programmes need time and the eagerness to see immediate results hampers their progress. Sustainability of initiatives is assured when promoters, facilitators and participants are all willing to invest the required time and resources.

Financial acumen

ODANADI adopted the unique concept of extending credit via MANAVI. This ensured that the earnings of the enterprise would first be used to repay the credit received from IOM, and the remaining amount would be divided amongst the members as per their agreement modalities.

Responsibility builds self-esteem

Many facilitators fear that handing over the responsibility of the business to survivors would hinder the process of their development. On the other hand, ODANADI feels that delegating work and ensuring that they participate in all spheres not only paves the path for their learning but also builds up their self-esteem and confidence, as they are able to appreciate and honour the trust placed in them.

The idea behind registering MANAVI is to shape this independent body as an Entrepreneurship Building centre for survivors in need of economic opportunities. It is also expected to extend training facilities on-the-job through internship facilities at the different enterprises, which are a part of MANAVI Sangha. In addition, if the new entrants are interested, and depending on the opportunities available at the enterprises, they would be offered the option of joining existing units or would be provided support both financial and technical, to set up their own individual or group enterprises. MANAVI and its promoters thus hope to build up the enterprises and take forward the process of economic rehabilitation to many more survivors in need of economic opportunities.

“The smallest ripple leads to larger ones and transforms many more lives.”

Book Binding, Welding and Carpentry (Prajwala)

In charge of our lives

In the old city of Hyderabad, beyond the Charminar, just behind the Falaknuma Palace, is a nondescript neighbourhood, where the transition of victims of trafficking into survivors is clearly visible. Here, the Prajwala Unit is full of young women dressed in blue uniforms, immersed in their work: some using welding and fabrication machines to create furniture, some operating huge machines that cut reams of paper, some operating computers and others involved in various chores ranging from stapling, pasting, punching, setting and packing to cleaning.

Initially, they were reluctant to learn, take responsibility or interact with their colleagues and outsiders. From a practically 'no skills base, they are now equipped to handle and operate all machines at the unit with little or no help from supervisors. They have successfully overcome their inhibitions, interact easily with suppliers and customers, and handle promotions and marketing activities independently. Manning such big machines makes them feel that they are in charge of their lives. Their eagerness to show the place and explain the manufacturing processes they use, clearly reflect their enjoyment and pride in the work they are doing.

Evolution

Prajwala Enterprise's basic objective is to provide economic opportunities to survivors of trafficking, ensure their rehabilitation and reintegration into society and minimise the chances of their returning to this inhuman trade. The enterprise was set up with IOM's financial support in association with Boys Town - St. Mark's Family Helper Project, renowned for its vocational training programmes. Prajwala took the responsibility of the entire rehabilitation process including psychosocial support, vocational training, business specific orientation and managing the enterprise. Catholic Relief Services stepped in to offer stipends to trainees during training. The idea of setting up a labour intensive, production-oriented unit like 'Book Binding' was mooted on the basis that involving the participants in a production activity would impart life-long skills to them - a value addition in real terms. In addition, the universal demand for book binding would ensure them a livelihood even if they moved out of Hyderabad.

The Process

Initially, 20 young girls were trained at Boys Town during the last quarter of 2003, continuing their internship till the middle of 2004 when the enterprise was set up in the Prajwala campus. During this time they received counselling and medical support at Prajwala's shelter home, Asha Niketan where they lived. Functional literacy lessons were also started to facilitate their work.

The girls were encouraged to try their hand at different trades and vocations before deciding their particular line of interest. Starting with production, they were exposed to all activities. As the primary customers are schools, colleges, government offices, private companies and hospitals, samples are prepared according to their specifications and orders. Job rotation ensures that the girls are trained in all stages and skills so they can pitch in and adapt when required. This also benefits them when they decide to set up their own individual or group enterprises.

Meetings are held once a month to dis-

cuss inter-personnel problems and issues related to the enterprise. The girls try to sort out issues with the support of the management; but when necessary, inputs from the President and Secretary are sought. These motivated, young girls believe that the quality of their output, their commitment to delivery schedules and continuous follow-up with the customers are the main reasons for the success of their business.

New trainees are now trained by them. This success has urged IOM to set up a similar unit at Vijayawada in Andhra Pradesh, where they are currently facilitating training.

Moving from self-pity to hope

The feeling of economic independence has been a great boost to their confidence, especially in cases where the girl's families were reluctant to take them back. Their initial feelings of self-pity, helplessness and anger have been replaced with courage and hope. Some have even moved out to set up and run their own lamination units, with the support of Prajwala. The fact that they are involved in activities, which are not the stereotypical activities associated with women, has empowered them to rebuild their lives with confidence.

Today, Prajwala Enterprises houses a complete book binding and printing unit, welding and carpentry units (capital investment Rs. 20 lakhs) employing 32 skilled women (each earning Rs.2500/- approximately, per month), eight trainees (getting a stipend of Rs.1500/- per month) and five management staff. Future plans include setting up retail outlets (stationery, books and furniture), and a manufacturing unit with computer-controlled machines.

Findings

Training-cum-Production Centre

The Prajwala Training-cum-Production Centre is driven by the belief that not all survivors can become entrepreneurs. Though some may exhibit entrepreneurial traits, they need to be recognised and strengthened. After their traumatic experiences, most are unwilling to take risks and want to

be assured a secure livelihood - so different options have to be provided. This understanding motivated Prajwala to create an enterprise, take on the onus of managing it and providing a fixed salary to the girls working there. Since the organisation continues to extend support to those who have set up independent units, it has adopted the role of an incubator set-up for the girls.

Suited to run in conjunction with a shelter home

As most of the girls at the shelter home are in a transit phase, this model is ideally suited to work in conjunction with it. While imparting

skills and training, efforts are simultaneously made to identify and counsel families and ensure that they are accepted back into their communities. So the continuous inflow and outflow of girls does not adversely affect the business of the enterprise.

It is very essential to understand the elements of opportunity cost and provide for the consumption requirements of beneficiaries during their training period. The universal demand for the product ensures that the skills learnt will help the girls earn a livelihood even after they return to their communities.

THE PROCESS
OF REHABILITATION SHOULD NOT ONLY INCLUDE THE MEANS TO PROVIDE THE SURVIVORS' ECONOMIC INDEPENDENCE BUT ALSO THE OPPORTUNITY TO CREATE A SPACE FOR THEMSELVES IN SOCIETY. PRAJWALA HAS HELPED PROVIDE THEM WITH INDEPENDENT HOMES BY APPLYING TO SPECIFIC GOVERNMENT PROGRAMS AND LOBBYING WITH THE CONCERNED AUTHORITIES. MANY HAVE MOVED TO THEIR OWN HOUSE AFTER TRAINING, SOME HAVE ASKED THEIR PARENTS TO MOVE IN WITH THEM, AND OTHERS HAVE GOT MARRIED.

Holistic rehabilitation

The process of rehabilitation should not only include the means to provide the survivors' economic independence but also the opportunity to create a space for themselves in society. Prajwala has helped provide them with independent homes by applying to specific government programs and lobbying with the concerned authorities. Many have moved to their own house after training, some have asked their parents to move in with them, and others have got married. Since they all live in different neighbourhoods it has indeed paved the way for their reintegration into the society.

Successful replication

The Book Binding unit was the brainchild of

the late Brother Jose, first President of Prajwala, then in-charge of Boys Town. A very unique feature is that all costs are met by selling the products made by trainees during their training. Prajwala has established an excellent rapport with the industry and designs its courses and production on the basis of market demand. Brother Jose firmly believed that any enterprise, which takes into account the marketability of its products, would definitely be sustainable. A Prajawala enterprise is almost a replication of Boys Town.

The key to replication is to identify the significant inputs necessary and make them available. Today, Prajawala is geared to facilitate the replication of its Book Binding unit in other cities with IOM's support.

Dance Movement Therapy (SANVED/ SANLAAP) Kabita dances to change lives

Kabita (name changed) joined SANLAAP as a child. She was rescued from a red light district where her mother worked as a prostitute to bring her up. Kabita detested her mother who suffered from alcoholism. To stop her from running away she was brought into the SANLAAP shelter home many years ago. Today Kabita is a vibrant, young woman. She has trained in dance, become a teacher and also worked as a service provider. Recently she fell in love and married a nice, young man. They have both moved to another city where she is working with an NGO.

Evolution

SANVED initially conceived as the cultural wing of SANLAAP, is an anti-trafficking non-governmental organisation. In 1996, Ms. Sohini Chakraborty, the Founder and Artistic Director of SANVED, created and facilitated a Dance Movement Research Project - Rangeen Sapney - in SANLAAP's Shelter Home, SNEHA for the children of women in prostitution and rescued survivors of Commercial Sex Exploitation and Trafficking (CSE&T). While other shelter

homes taught dance as a form of exercise and enjoyment, Rangeen Sapney introduced the powerful concept of using Dance and Movement as a potential method for psychosocial rehabilitation. In 2000, Rangeen Sapney led to the birth of a new organisation, SANVED - The Voice of SANLAAP.

SANVED is a group of Performing Artists and Social Advocates who are survivors of sexual violence and exploitation. It uses dance and physical movement therapy as a non-traditional avenue of healing, allowing survivors to reconcile their trauma

through the healthy expressions of the body. By regaining control over movement, SANVED begins the journey of reclaiming what was once violated and damaged: the survivor's bodies and their selves.

Advocacy through dance

For SANVED, dance is a medium of advocacy. Using the classical contemporary language of dance, it assimilates traditional dance forms into an issue-based performance. Performers heal their souls while articulating realities of abuse and injustice to the audience through their performance. Today, SANVED is a platform of advocacy and performing arts spearheaded by its team of activists and artists who speak on issues of gender injustices and human rights.

Beneficiaries understand dance, not just as an art form, but also as a process of self-assertion, self-reliance and social education. Here, survivors of CSE&T have evolved to become activists, artists and trainers articulating human rights violations and issues of gender injustice. The growth of these individuals from victims of violence to survivors to dancers and performers to successful artists and ultimately activists and trainers is a gradual process that needs time and intense effort.

Developing confidence and creativity

SANVED's curriculum, "Sampoornata" (completeness/ fulfilment) is inspired by Dance Movement Therapy and Navanritya, a synthesis of traditional Indian dance forms, yoga and martial arts. As an open-ended and accommodative form of movement, Sampoornata aims to rejuvenate the innate self-confidence and creativity of survivors.

Objectives

- ♦ To use dance movement as a powerful and intimate medium for artistic self-expression, confidence building and psychosocial therapy
- ♦ To raise awareness on issues of gender injustices especially of CSE&T
- ♦ To integrate survivors of CSE&T, vulnerable women and young children into mainstream society
- ♦ To provide leadership skills and help survivors earn a sustained livelihood through dance as trainers and activists.

The Process

SANVED has been successful in addressing the three-pronged developmental needs of the survivors of CSE&T.

1. Over the years, it has developed a core group of trainers and activists who are self-reliant and earn a reasonable salary from the organisation. Their sustained income, financial self-reliance, and improvement in standard of living through hard work and dignified labour has been the turning point of their lives.
2. At the social level they are fully accepted by the very society that once rejected them. Today, a person who was once a traumatised victim of CSE&T has become a successful artist performing in different parts of the world, and is recognised as a respected trainer by her own peers.
3. At the personal level - they have gained confidence, built capacity, learnt decision-making and negotiation skills, in addition to managing their lives successfully.

SANVED's unique dance movement therapy has reshaped what was traditionally looked upon as a source of entertainment and a bit of physical exercise into a successful, psychosocial rehabilitation and therapeutic tool. And more, the process moves beyond to build professional artists, trainers and activists who are self-reliant, self confident, socially reintegrated and most importantly successful good human beings with strong human values.

Gourmet on Wheels — Speeding Rehabilitation (SFDRT)

Evolution

Society for Development Research and Training, Pondicherry (SFDRT) was founded in 1996 to address issues of HIV/AIDS, generate awareness and work on the prevention and care of STD/HIV/AIDS for high-risk groups in Pondicherry. This group of committed professionals came together to tackle the major social issues that act as a barrier towards their development. SFDRT works with women in prostitution, truckers, people living with HIV/AIDS, vulnerable children, adolescents, workers in the film industry, prisoners and poachers in the Union Territory of Pondicherry, Chennai in Tamil Nadu and Port Blair in the Andaman and Nicobar Islands.

The Process

The idea of a Mobile Restaurant was mooted during IOM's first appraisal visit to initiate economic rehabilitation programs for survivors of trafficking. Though the women themselves were interested in the catering/food production business, they felt that Pondicherry had no single site, which attracts customers throughout the day. For instance in the morning, the area surrounding the General Hospital has a number of people whereas in the afternoon the University and office areas were good possibilities; and at night the beach and park offer better marketing opportunities. This concept saved stakeholders from the hassles of finding a suitable location at a reasonable price so it was collectively decided to implement the idea of a "Mobile Restaurant".

The restaurant on wheels takes off!

Six young girls interested in this enterprise were identified to handle the 'Mobile Restaurant'. An in-depth market survey was carried out to gain insights into the existing market structure and feel the pulse of the consumers. SFDRT personnel with inputs from IOM staff, drafted a basic questionnaire in Tamil - and the girls carried out the market survey, independently. They found the survey was a useful method of understanding the various aspects that needed to be considered while setting up the enterprise. This also helped in deciding restaurant locations, routes to be taken, timings to be maintained at particular locations and the target customer segment. Decisions about basic product package, pricing, and provision of related products were also based on these factors.

The Institute of Hotel Management and Catering Technology facilitated training in food making at the kitchens in their campus at Chennai. The girls were trained to make all kinds of snacks and meals from north and south India including Chinese food. They were also trained on the basics of cleaning, washing, cutting vegetables and meat, time management skills, serving techniques, etiquette, nutrition and customer relations. Visits were organised to various canteens and hotels to share the nuances of food making. The Sri Ram Driving School in Pondicherry, taught them driving and organised their licences.

A second hand vehicle purchased at Madras, was remodelled into a well-equipped, aesthetically designed mobile

restaurant. While the vehicle was being remodelled, the girls were given internships at well-known restaurants for almost three months. This helped them gain experience and insights into the practicalities of running an enterprise and understanding the food making business on the spot. Permissions required for running the restaurant were acquired from the local police and the municipal department.

The restaurant was christened 'Pondi Ruchi', which the girls felt would appeal to all segments of customers. They also decided to start with dinner and slowly add breakfast, lunch and snacks as well. Unfortunately, only three of the girls who received training are still part of the enterprise. This fast turnover created several impediments in the process, and affected the restaurant's capacity to handle more customers.

The positive side

Today, the main motivating factor is the popularity that the restaurant enjoys amongst its regular customers. The young girls independently operate all the functions of their business and are very confident of its growth. The success of this enterprise has influenced SFDRT to consider replicating this unique concept and creating a chain of similar mobile restaurants.

The young entrepreneurs believe that their focus has been quality food at reasonable prices, in a neat and healthy environment. This experience has equipped them with production and marketing related skills and exposed them to the entire spectrum of business related activities. In addition it has helped them reassert their confidence and trust in themselves: despite the odds they face on their personal front, they have realised that they should not let it

A SPACE NEEDS

TO BE CREATED FOR THOSE SURVIVORS WHO SUFFER FROM RELAPSE PERIODS. THIS IS A CHALLENGE TO THE ENTIRE REHABILITATION PROCESS AND HAS TO BE HANDLED ADEPTLY. WILY COMPETITORS OFTEN RAKE UP THE BACKGROUND OF SURVIVORS TO THWART THEIR PROGRESS. IT IS CRITICAL TO TAKE ADEQUATE MEASURES TO CAUTION AND SAFEGUARD SURVIVORS FROM SUCH INCIDENTS BECAUSE THESE OCCURRENCES NOT ONLY AFFECT THE BUSINESS ADVERSELY, BUT ALSO RE-OPEN WOUNDS THEY ARE ATTEMPTING TO HEAL

affect them in their business. They also consider it very important to sort out their inter-personal conflicts as fast as possible.

The loan component i.e. the micro-credit extended to them has made them feel more responsible and instilled in them the motivation to earn more and repay it at the earliest.

This is the first all-women-run mobile restaurant to get rolling on the roads of Pondicherry. While extracting a lot of effort from those managing it, it is also providing a great opportunity to capitalise on the high floating customer base at different places and

different times everyday.

Findings

Whilst initiating a training program, it is advisable to involve 20-30% more participants than the number required. Since there are generally some dropouts, a fledgling enterprise, would take very long to achieve stability if all the required resources are not in place.

Some innovative thinking about businesses and how they operate, proper preparation of the foundation in terms of skills and infrastructure all contribute towards a successful enterprise.

A space needs to be created for those survivors who suffer from relapse periods. This is a challenge to the entire rehabilitation process and has to be handled adeptly. Wily competitors often rake up the background of survivors to thwart their progress. It is critical to take adequate measures to caution and safeguard survivors from such incidents because these occurrences not only affect the business adversely, but also re-open wounds they are attempting to heal.

Till such time as survivors get involved in their economic activity, they need to be

given full support for their basic needs. Without a change in the circumstances, which may have caused trafficking, there are high chances of re-trafficking when they re-enter the outside world. It also takes time for the neighbourhood, community and society to accept them back and provide favourable opportunities of gainful employment. The decentralised and decision-making systems of the organisations ensure that the young women are entrusted with both the responsibility and authority required to

run their enterprise independently, with little support from SFDRT. This is an aspect often ignored by organisations initiating livelihood programs.

Though the service segment offers an increasing potential for employment opportunities, it also creates an environment of exploitation. In addition, the skills required for the service sector are high. So it is more beneficial and suitable to explore opportunities in other sectors.

A Range of Livelihood Options (VMM)

From criminal to counsellor

With the support and encouragement provided by VMM, an ex-criminal has been moulded into a peer motivator-cum-counsellor who disseminates and collects information and acts as a coordinator between the community and the organisation. His wife has been extended micro credit to start a business in trading garments and fabrics, while his son has been encouraged to pursue his education. Today this young boy is working for an MNC after completing his engineering degree from a reputed institute.

Evolution

VASAVYA Mahila Mandali (VMM) in Vijayawada, Andhra Pradesh, is based on Gandhian principles and works on varied issues, with a focus on women and children for the last 30 years.

This NGO supports street children, women in prostitution, survivors of trafficking, women and children in difficult circumstances, the aged, ex-criminals, slum-dwellers and people living with HIV/AIDS. Though the focus is basic care and protection, VMM also provides livelihood options whenever necessary.

The Process

VASAVYA vocational training for women and young girls includes batik, tie and dye, tailoring, soft toys, beautician courses and handicrafts. It conducts residential train-

ings, some in collaboration with government agencies and supports women to set up their own units, become trainers or take up job works. VMM also helps women network with various government and financial agencies including the trade to secure financial support and develop linkages in the market.

After business identification by the beneficiaries, VMM discusses the pros and cons of the particular business, its needs, opportunities and problems and based on the field realities, extends micro-credit support to them. Most of the enterprises are petty businesses, general stores, roadside tiffin centres, vegetable/ fruit/ flower/ fish vending, barbers, telephone booths and Xerox shops.

A lifetime relationship

The organisation also encourages beneficia-

ries to come up with their own ideas, supports them and gives the required confidence to transform their ideas into reality. Most beneficiaries feel that this is why VMM's programmes are successful. A lifetime relationship is established and carefully nurtured through periodic follow-ups.

Ex-criminals and their families

VMM starts working with criminals from the time they are in jail - identifying their families and the family's needs, pitching in with the required support and post release, counselling the person, understanding his/her interest, providing support to set up an independent enterprise or find employment. They also support those who are falsely caught under the pretext of 'in anticipation that they might create unrest or under suspicion because of their previous background etc.' In addition, VMM provides support to the entire family.

Street children

Awareness programs with street children help to motivate them to study and take up small jobs. A complete database of every child is maintained with details of name, age, location, work experience, interests, family details, and case history if any. The staff from directors to field personnel, maintain an ongoing personal rapport with the children.

From ice cream to organic manure

Initially, in association with a local ice cream company, the boys were given the opportunity of taking ice cream carts on rent, with the guarantee being provided by the NGO. They were responsible for selling the ice creams and were paid a commission based on sales. Some were also offered the oppor-

ANY REHABILITATION PROGRAM NEEDS TO BE BASED ON THE PRIMARY FEELING OF TRUST. PEOPLE, ESPECIALLY SURVIVORS OF TRAFFICKING, THOSE LIVING WITH HIV/AIDS AND EX-CRIMINALS ARE FILLED WITH SELF-DISGUST AND HOPELESSNESS. TO KNOW THAT SOMEONE BELIEVES IN AND TRUSTS THEM GIVES THEM THE ENCOURAGEMENT THEY NEED TO START A NEW LIFE AND MOTIVATES THEM TO DISCHARGE THEIR RESPONSIBILITIES

tunity of working at the factory. However, the seasonality of the trade and unsteadiness of earnings encouraged some to opt out and explore better livelihood options. They returned to VMM for help. After training them in the production of organic manure, the NGO with the help of the local police, took a room in Police quarters at a very nominal rent, provided the seed money

and helped the boys start their own production. They also introduced the enterprise to various organisations and individuals to secure a market. After the initial phase, some boys were sent to upgrade their skills.

Autos and taxi drivers

VASAVYA trains those interested in auto and taxi driving, procures their licences, liases for financial support to purchase a car and also provides referral services for their placement. It networks with a number of vocational training institutions, disseminates information to the children through its field personnel who encourage them to take up relevant courses and provides them the required support for attending these courses.

Food processing

VMM received machinery for operating a nutritious food-making unit and conducted training programs with Anganwadi teachers and workers till they were forced to shut it down. When IOM broached the idea of initiating economic initiatives for survivors of trafficking, VMM revived it on the basis of prevailing market trends, which showed that nutritious and low calorie food products were in demand. Since the required machinery and infrastructure were in place and VASAVYA had the required expertise in training, a food-making unit was set up with 10 participants.

New market trends revealed the demand for fast foods and bakery products, so the product mix was changed. Today, there is a secure market for the products of this food-making unit. The entrepreneurs believe that it is their persistent efforts and unwillingness to compromise on the quality of their products that has helped them in capturing and maintaining their market edge.

Kalamkari printing and garments

A Kalamkari Textile Printing and Garment making unit was started with 30 participants, in association with a local business house Kanti Textiles, which runs its own Kalamkari printing and garment making units, markets its products to wholesalers, retailers and exporters across the country.

Kalamkari is a very old art which is very labour intensive. The entire production process can take up to two months. A unique characteristic is that this art only uses vegetable dyes and natural processes. Kanti textiles came forward to extend the business specific orientation and vocational training, provide the necessary material during training and post training, provide job orders to ensure continuous work and regular remuneration to the participants.

The product range varies from bedspreads, carpets and wall hangings to dress material, saris, bags, etc. Over a period of time VMM felt that Kanti textiles, conscious of the unit's dependency, was taking unfair advantage and paying unfair wages to the enterprise. VASAVYA and IOM intervened, and established marketing linkages with other local suppliers to increase their bargaining powers. Today, the unit is supplying various other market players and government emporia.

Challenges of group enterprises

As compared to the initiatives promoted and supported by VMM, the Food and Kalamkari units were mainly designed on the ideas and opportunities explored by the promoters themselves. Hence, VASAVYA

feels that the participants took a long time in establishing ownership and taking active part in the entire process of running the enterprise. This was VMM's first experience with group enterprises. As compared to individual enterprises they feel that these businesses required more managerial and co-ordination support from them. There was also a constant need to handle group dynamics, intervene and ensure a positive working environment in both units.

The experience of working with Kanti Textiles, has made VMM a little apprehensive of such arrangements, i.e. while setting up units as ancillaries to already existing units, it is critical to assess the extent of dependency which in turn might reduce the bargaining power of the new enterprise.

Findings

VMM firmly opines that it is essential to inculcate a feeling of responsibility amongst beneficiaries. NGOs and support agencies are there only to assist, whereas the onus has to lie solely with the individual who should have a felt need for the livelihood, be eager to explore opportunities independently, be willing to seek help and make the best of opportunities provided. Without full responsibility, individuals tend to take things for granted, become finicky and choosy and continue their irresponsible behaviour if not reprimanded. All this affects relationships with outside agencies and hampers the opportunities for others.

Encouraging those living with HIV/AIDS and other vulnerable groups

Any rehabilitation program needs to be based on the primary feeling of trust. People, especially survivors of trafficking, those living with HIV/AIDS and ex-criminals are filled with self-disgust and hopelessness. To know that someone believes in and trusts them gives them the encouragement they need to start a new life and motivates them to discharge their responsibilities. VMM firmly believes in delegation and making the person feel a sense of belonging

and ownership, not only for the enterprise but also about the entire process of earning a livelihood.

Rehabilitation is a holistic process involving and catering to the entire family. The first critical step is to educate and create awareness among all the members of a family.

In the case of survivors of trafficking, people living with HIV/AIDS and women in prostitution, where there is a constant fear

of being stigmatised and isolated by mainstream society, VMM advocates the formation of mixed groups instead of exclusive groups for economic initiatives. This creates a platform for peer learning and offers them an opportunity to consider themselves at par with others while regaining their self-confidence and self-esteem. It also starts the process of integrating them into mainstream society - the ultimate goal of all these initiatives.

Conclusions

The cases - taken from different livelihood projects - have positively impacted the personal, financial, social and economic development of the individuals concerned. Though these initiatives are not necessarily designed and implemented for survivors of commercial sexual exploitation and trafficking, they can be easily adapted to suit their needs.

It is critical that economic rehabilitation projects be designed and developed in conjunction with the overall rehabilitation and reintegration services that the institution provides and cannot be a one-off intervention. Unless the overall services of care, protection, mental and physical health inter-

vention including psychosocial development are also provided, rehabilitation schemes cannot achieve successful empowerment and self-sustenance for survivors.

Only those initiatives with unique characteristics and appropriate learning opportunities have been included here. Each has salient and specific learning and reflection points that ensure replication and enhance the efficiency of the initiative. If these models are to be replicated there is a need to examine them more closely with the help of the "originating" organization to ensure that risks are reduced and opportunities maximised.

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Introduction

With a rural population of 80% and 38% living below the poverty level, Nepal constantly faces the challenges of unemployment and under employment. Social and political exclusion, discrimination against women, ethnicity and caste compels women and socially marginalized people to leave their families and villages and migrate in search of better livelihoods. Adding to this, the current internal conflict caused by Maoist insurgency and military and police activities in the name of security have created unsuitable living environments in several rural areas. Once a person leaves home, ignorance, uncertainty of and unscrupulous employment opportunities increase vulnerability to trafficking.

Nepal is a fountainhead for women and children who are trafficked to India, Saudi Arabia, Hong Kong Malaysia and other Arabian Countries for commercial sexual exploitation, domestic servitude, forced labour and the circus. Statistical data remains varied. The ILO report 2001 states that numbers might be as high as 12,000 per annum for sexual exploitation. UNICEF's unpublished Report 1998 says that 20% of the total number of persons involved in the sex trade is under 16 years. The figures may be rising due to the current conflict and political instability.

- HMG/N, in line with its MDG goals commitment and Poverty Reduction Strategy programme of the Tenth Plan: 2002 - 2007, has developed a strategy to generate local level employment opportunities with the objective of bringing down the level of poverty to 30%.
- GOI/ NGOs and the private sector are implementing different micro level, income-generating programmes for the

rural population. However, it is NGOs who have launched specific projects that offer livelihood options to survivors of trafficking.

Approach and Methodology

The study is based on purposive sample surveys. The list includes NGOs offering livelihood programmes, small entrepreneurship government targeted programmes for survivors of trafficking and small entrepreneurial initiatives of the private sector.

In accordance with the regional guidelines, 10 organizations/ institutions selected for the study were given questionnaires for collecting qualitative and quantitative data. These were then collected and analysed from the perspectives of replicability and sustainability. Consultation meetings were organized with institutions and other related institutions offering livelihood programmes.

From an initial list of 31 NGOs working for survivors of trafficking, seven were selected for the study. In addition two HMG/N programs and one from the private sector were also included.

Organizations:

1. ABC/ Nepal
2. Association for Craft Producers (ACP)
3. Child Welfare Scheme Nepal (CWSN)
4. Department of Women Welfare (DWD)
5. Ekta Kendra
6. Joint Initiative in the Millennium against Trafficking in Girls & Women (JIT)
7. Maiti Nepal
8. SAATHI
9. Shakti Samuha
10. Women Rehabilitation Centre (WOREC)

Case Studies

**Wage Employment and
Self-Employment (ABC/ Nepal)**

Once a circus performer, Uma now drives a tempo!

Uma Khadka, aged 17 lives in Godavari Hetauda, Makwanpur. Her family comprises of five members. They are very poor and do not have enough means for food, clothing or any other necessities.

A local broker (who worked as an agent, recruiting children for the circus in India) met Uma's parents and convinced them that their children would make good circus performers. They were told that the circus would provide a good salary and proper education for the children and they would be sent back whenever the parents wanted. Uma's parents agreed and signed an agreement with an agent of the Apollo Circus who deposited her there when she was 11 years old.

Uma passed six years under the cruel hand of the circus master. She was finally rescued with the help of ABC/ Nepal, other local organizations based in India, and the police. After returning to Nepal, she remained at one of ABC/ Nepal's training, counselling centres where she was taught driving. After completing her training she was given a Safa Tempo (auto rickshaw) license. Getting the license was a very exciting moment in her life, and Uma was determined to drive the tempo. She went to the tempo park and asked if she could be hired as a driver. Unfortunately, they did not take her seriously and taunted her, saying: "How can a girl drive a tempo"! This comment made Uma more determined to find a way to drive it. Luckily one day she received an offer from Ashish Bakery to drive their tempo. Uma was so happy she didn't know what to say. This was how Uma, the circus performer, became the first tempo driver of

ABC/N UNDERTAKES A THOROUGH

STUDY OF THE LOCAL PEOPLE, RESOURCES, EXISTING SKILLS, MARKET SURVEYS, CONTACT POINTS ETC. SPECIAL TRAINING MODULES ARE DEVELOPED FOR LITERATE AND ILLITERATE WOMEN AND GIRLS SEPARATELY. THOSE WHO HAD NO ACCESS TO SCHOOLS ARE PROVIDED WITH VOCATIONAL TRAINING ACCORDING TO THE NEEDS OF THE LOCAL REGION AND MARKET. THE TRAINING AND JOB PLACEMENTS CONSIDER THE KIND OF TRAINING, PRODUCTION MANAGEMENT, AVAILABLE RESOURCES, LOCAL SITUATION, INVESTMENT STATUS, TIME CONSUMPTION

Makwanpur District and was honoured by different women's organizations as the first "tempo driver" of Makwanpur district. "That time I felt that my dream had come true and I was able to show society that even a woman, especially a survivor like me, can stand on her own feet," says Uma now.

Today, she earns about Rs.4000⁵ per month, which helps her finance her younger sister's education. Uma's sister is also a circus returnee. She sends some money to her parents and saves some money in the bank, for her future. Uma is very thankful to ABC/ Nepal, who rescued her from the living hell of circus life and supported her to become an independent woman.

Evolution

The project, which started in 2004, successfully rehabilitated 39 survivors of violence including rape, domestic violence and trafficking, through wage and self-employment. Most of them are engaged in the service and production sector by making the best use of the training and seed money provided by the organization.

The Process

Interest and Capacity

Survivors are interviewed to evaluate their interest, capacity, economic status and social environment. Their physical fitness is also assessed.

Partnership

The organization establishes linkages with other organizations, industrialists, corporates and businessmen for job placement.

Market Approach

ABC/N undertakes a thorough study of the local people, resources, existing skills, market surveys, contact points etc. Special training modules are developed for literate and illiterate women and girls separately. Those who had no access to schools are provided with vocational training according to the needs of the local region and market. The training and job placements consider the kind of training, production management,

available resources, local situation, investment status, time consumption etc. In many cases, with the help of the organization and individual effort, the survivors have even developed their own niche market.

Organizational capacity for continuing and mainstreaming services

These programmes are implemented with the support of international donor organizations. In addition, the organization continues its own follow-up through networking, monitoring, assessing, and other programmes. Interaction, cooperation and coordination with local NGOs and agencies have helped in sharing experiences and technical expertise.

Family/ community support

Counselling, cooperative activities, seed money support and timely supervision of the survivor's activities after training and job placement have helped in effective rehabilitation. The family and community's attitude changes after survivors start making financial contributions to the household. In most cases they do not want to go back home to their village, but prefer to start a small venture with their collective effort and organizational support.

Individual and joint initiatives

Both options are offered to the survivors, and a suitable option is chosen based on the individual's capacity.

⁵ US \$ 1 = NR 73

Learning's from innovative, sustainable and replicable cases

As survivors become independent through employment or their own businesses, their cases are often applied to those in similar situations. Rather than depend solely on the support of donors, these livelihood pro-

grams urge the organisation to focus more on NGO and market partnerships.

Challenges

- Competition from large-scale production
- Hand made, low volume items more expensive compared to machine made ones.

Findings

1. Need identification and selection of livelihood options

- Information collection on education, training, skill and family background.
- Direct dialogue with the survivors.
- Analysis/ observation of their attitudes, interest, ability, motivation, family status, locality.
- bio-data, educational qualification etc.,
- Needs categorization and identification.

2. Process of skill development

Vocational and entrepreneur skill development

- Training based on need identified.
- Analysis availability of resources. (Within organization's programs and outside).
- Interview with survivors to reconfirm their interest and commitment for full participation.
- Life skill training (gender, leadership, behaviour, legal awareness etc.).
- Vocational training in coordination with related institution (vegetable farming, livestock rearing, driving, computer, fabric painting, embroidery, cooking, bakeries, community health training, paper bag, screen printing, nursing, food processing and sewing/ cutting etc.) for training and job placement.

3. Links with the market and employers

- Personally visit related areas like industries, industrialists, business centres etc.
- Made earnest request.
- Consultation and workshop organized with entrepreneurs - hotel owners, health institutions, driving centres to develop linkages of employment for trained survivors.
- Contact shops and departmental stores in local market.
- Showroom for the product.
- Exhibition of the product.
- Coordination with other NGOs

4. Career guidance plan & support services

Support Services

- Provide full support during training such as food, lodging, medical support, counselling, training fee, transportation and other necessities for training.
- Seed money support.
- Provide full care and support until they receive a job.
- Provide basic needs during transitional period up to 2-3 months until they are settled properly

Career Guidance

- Awareness and education to parents and community.
- Motivation and supervision for the continuation of the existing job.
- Involve the trainees in other leadership training programs.
- Provide exposure to develop their self confidence by involving them in national and international seminars.
- Use them as resource persons in various training programs.
- Provide trainees further training to upgrade their skills by coordinating with various training.

5. Strategies for assessment of change

- Observation visits to survivors' work place.
- Case studies made to assess the changes.
- Consultation with stakeholders for feedback and cooperation.
- Continued links with the survivors.
- Development of the confidence level of the survivors.
- Interest and motivation of the survivors.

6. Process to ensure retaining/ positive changes

- Observe increase in confidence levels, behaviour change, living standard and social acceptance of the survivors after job placement.
- Record job placement situation.
- Survey of problems and difficulties faced.
- Continued counselling to change attitude of employer.
- Organization and individuals make all efforts for finding and continuation of job (such as driving).
- Provide opportunities to participate in national and international programs.
- Adopt policy-getting obligation of the trainee: after completion of training they should be involved in some kind of businesses related to their training.

7. Partnership process

- Dialogue with possible partners.
- Information sharing with them about the need for training.
- Maintain partnership with training institution.
- Joint consultation with donor, training institute, fellow NGOs.
- Include survivors from fellow NGOs in training programs.
- Launch joint programs with like minded partners at national and international level.
- Group formation at different level.

8. Feedback from survivor / service providers

- Staff visits to the work place to discuss survivor's occupational satisfaction, and observe activities.
- Interact with service providers.

- Individual interaction with survivors.

9. Challenges faced by survivors in workplace & community

- Women are less preferred in some cases like driving, by the transport owners.
- Job insecurity and discontinuity.
- Discriminative behaviours.
- Physical and mental harassment.
- Threats from gangs.
- Disinterest in the training related occupation.
- Low wages, which makes it more difficult for them to maintain their daily needs.

10. Role of family and community in livelihood development

- Attitude of the family and community is encouraging and supportive towards survivors.
- Some families misuse seed money.
- Some parents do not accept the survivors.

11. Difficulties of the organization/ institutions

- Lack of refresher training.
- Insufficient technical support.
- Financial constraints of the survivors.
- Lack of sustainable resources.
- Unwillingness of survivors to go back to their family; preference to work in the cities.
- Conflict situation also discourages them to go back home.
- Difficulties in tracing parents and their families.
- Some families and communities do not accept their daughters/ girls.

Income Generation through Handicrafts (ACP)

Laxmi heads the largest weaver's group

Laxmi Maharjan, 55 years, comes from the traditional weaver's community in Kirtipur. Although she had been weaving since the early age of 12, she had never seen the money she earned since the male members of the family had total control over it. In 1984, when ACP hired her as a weaving instructor, Laxmi got a chance to touch and feel the money she worked for. Her joy knew no bounds. At that time her earnings were around Rs 500 a month. After working with ACP for a few years she decided to form her own working group in the village so that other women could also get employment. She formed a small group of three to four women, and as their group representative supervised and motivated them to become financially independent.

Currently, Laxmi is organizing a group of 60 people from her village, which is the largest group of producers in the association. Her earnings have increased to about Rs 3,500 a month. Once a civil servant, her husband gave up his job to join Laxmi in her enterprise. Her work with ACP has helped to educate her children; one son has completed engineering and her daughter is a postgraduate in sociology.

In addition to producing for ACP, Laxmi weaves her own products as well. Her daughter Sudha has decided to carry on her mother's work. The next generation taking on a traditional enterprise is a remarkable achievement, especially in today's world where they prefer to work in the cities.

Laxmi is happy with ACP's prompt payment system. She is also very grateful for its fair trade principles of making her financially capable to educate her children, and help her extend the workshop area to install equipment for the preparatory work required for weaving.

THE INDUSTRY IS UPDATING ITS RESOURCE BASE

AND ACTIVITIES TO COMPETE WITH THE BEST IN THE MARKET. WITH AN ANNUAL TURNOVER OF RS. 6 CRORES THE KEY OF ACP'S SUCCESS IS THAT ITS MANAGEMENT IS AN AUTONOMOUS BODY. THE BOARD CONCENTRATES ONLY ON POLICY MAKING. UNDERSTANDING, COOPERATION AND LEADERSHIP FORM THE CORNERSTONE OF ITS WORK ETHICS. ACP IS REPUTED AT HOME AND ABROAD AS A SOCIAL SERVICE ORGANISATION THAT IS COMMERCIALLY VIABLE IN THE MARKET

Evolution

Association for Craft Producers (ACP) was set up in 1984 in Kirtipur district of Kathmandu, to promote the economic empowerment of Dalit women and other survivors of violence from low-income groups. The organisation pursues its mission by developing women's handicraft-making skills. Today, 300 women and girls

are engaged in wage employment while some have started their own production units with ACP's support.

The Process

Interest and Capacity

Traditional skills are encouraged, especially among the younger generations who are

motivated to learn quickly. Various kinds of development courses based on their interests help to build up capacity, managerial skills, calculation skills, IT, design and marketing expertise. Exposure visits to different parts of India enhance knowledge and understanding.

ACP provides social and career counselling and employment at its centre or facilitates self-employment by providing financial support for raw material and interest free loans to groups. Cash awards for producing handicrafts are a unique, ongoing process.

Partnership

Products are promoted through the Fair Trade Network. ACP is also the chairman of Fair Trade Group Nepal. These important linkages help to support programs and facilitate placements.

Market approach

Market links have been developed on an institutional basis through business contacts and visits to the market. Raw material and other products are collected from villages in remote areas while the finished product is produced at the centre, which ensures market compatibility in quality and price.

Organizational capacity for continuing and mainstreaming of services

The industry is updating its resource base and activities to compete with the best in the market. With an annual turnover of Rs. 6 crores the key of ACP's success is that its management is an autonomous body; the board concentrates only on policy making. Understanding, cooperation and leadership form the cornerstone of its work ethics. ACP is reputed at home and abroad as a social service organisation that is commercially viable in the market. In addition, ACP's employees have helped many other survivors find work or set up their own enterprises.

Family/ community support

Family/ community support becomes positive after survivors start participating in the production activities of the programme through group initiatives and counselling

Individual and joint initiatives

As an autonomous and independent organisation, ACP undertakes joint initiatives only through channels like the Fair Trade Group etc. After leaving the organization, many survivors team up to open small industries with a joint initiative.

Three-dimensional developmental needs

The increased economic status of the employees leads to wider social acceptance. A combination of self-confidence, dignity and financial independence empowers these women to take charge of their lives and sustain their family's needs.

Learning's from innovative, sustainable and replicable cases

A diverse product range crafted from the same materials is an example of an innovative and sustainable skill. Handloom production is sustainable since it has evolved since 1984 and is preferred by the people.

Challenges

- Lack of education of the previous generation at grass root level
- Lack of donors' support for resources
- Salary for employees lower than industry standards
- Impractical terms and conditions of Trade Unions
- Lack of adequate support from the government
- Dependence on imported material.

Findings

1. Need identification & selection of livelihood options

- Identified needs according to demand, type of work and qualifications of target group and producers including indigenous groups.
- Two ways of identifying needs and selecting viable options.
- Field visits and interviews in villages to promote local/ traditional craft.
- Organize need identification workshops in the centre. (sewing, cutting, felting, ceramic etc.)

2. Process of skill development

- Selection of trainees (marginalized women) based on their interest, skill, ability and education.
- 90 % of participants are women.
- Provided orientation on local/ traditional craft, sewing, cutting, felting, ceramic,.
- E-commerce and marketing training etc..
- Trained according to resources.
- Trained in costing & skill valuation.
- Sent staff & producers abroad for exposure to skills and ideas development (Denmark, Bangladesh and Delhi etc.)

3. Links with the market and employers

- ACP develops market links through business contacts, and market visits.
- Provide design input to the producers.
- ACP buys the products made by their trained producers.
- Producers can start their own business and make independent market linkages.
- Producers work individually or in their group.
- Collect raw materials and products from remote villages of the remote areas and make finished products at the centre.

4. Career guidance plan & support services

- Provision of social and career counselling.
- Provide employment at the centre or facilitate self employment.
- Provision of cash award to the producers.
- Support for the employee at the center.
- Education allowance for employee's girl child.
- Maternity leave of 90 days.
- Medical allowances -7 % of monthly income.
- Informal education facilities.

- Household festival allowance - 7% of monthly income.
- Gratuity as deposit from the salary every month etc.
- Exposure opportunities provided only for women.
- Cafeteria at the centres for the employees.
- Support for independent or group initiatives:
- Financial support for raw material.
- Interest free loans for group initiatives.
- Facilitate market linkages.

5. Strategies for assessing change

- Producers and management Consultative Committee.
- Assess achievement of sales targets of the centre.
- Monitor individual producers.

6. Process to ensure retaining/ positive changes

- Increase in income of producers.
- Informal education and health camps for producers in Kathmandu and outside the valley are planned for sustaining positive changes and achievements.
- Performance reward.

7. Partnership process

- Producers Alliance for effective communication and understanding rights and responsibilities.
- Relationships with buyers and international organizations for design, technical aspects, training programmes etc.
- Member of Fair Trade Group Nepal and IPP.
- Member of HAN (Handicraft Association of Nepal)
- Member of ECON (Export Council of Nepal).
- Member of IFAT (International Federation for Alternative Trade).
- Organizes "Visit us" programs for buyers.

8. Feedback from survivor/ service providers

- Receives feedbacks through email and consultation with the local and foreign buyers.
- Receives feedback from Producer Management Consultative Committee.
- Introduces changes in production process, management and choice of item based on feedback received.

Findings

9. Challenges faced by survivors in workplace & community

- Problems in increasing sale of product due to competition and quality.
- Limited market approach and market information.
- Need to update training support.
- Resource and raw material constraints.
- Casual harassments.
- Financial exploitation by some group representatives.

10. Role of family and community in livelihood development

- Discouraged by family to participate in training or seek employment.

- Gaining respect of the husband and family.
- Opportunities to work in the group in their community.
- Earnings considered supplementary income only.

11. Difficulties of the organization/ institutions

- Need to gear up sales of products.
- Improve product standards to the levels demanded by the market.
- Need to get relevant and timely market information (abroad).
- External political pressure encouraged producers to go on strike.
- Unable to provide regular work for more than 1200 producers.

Vocational Training, a Home and Financial Independence (CWSN)

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The Process

Interest and Capacity

Traditional skills are encouraged, especially among the younger generations who are motivated to learn quickly. Various kinds of development courses based on their interests help to build up capacity, managerial skills, calculation skills, IT, design and marketing expertise. Exposure visits to different parts of India enhance knowledge and understanding.

ACP provides social and career counselling and employment at its centre or facilitates self-employment by providing financial support for raw material and interest free loans to groups. Cash awards for producing handicrafts are a unique, ongoing process.

Partnership

Products are promoted through the Fair Trade Network. ACP is also the chairman of Fair Trade Group Nepal. These important linkages help to support programs and facilitate placements.

Market approach

Market links have been developed on an institutional basis through business contacts and visits to the market. Raw material and other products are collected from villages in remote areas while the finished product is produced at the centre, which ensures market compatibility in quality and price.

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Family/ community support becomes positive after survivors start participating in the production activities of the programme through group initiatives and counselling.

Individual and joint initiatives

As an autonomous and independent organisation, ACP undertakes joint initiatives only through channels like the Fair Trade Group etc. After leaving the organization, many survivors team up to open small industries with a joint initiative.

Three-dimensional developmental needs

The increased economic status of the employees leads to wider social acceptance. A combination of self-confidence, dignity and financial independence empowers these women to take charge of their lives and sustain their family's needs.

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A diverse product range crafted from the same materials is an example of an innovative and sustainable skill. Handloom

production is sustainable since it has evolved since 1984 and is preferred by the people.

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- Lack of donors' support for resources
- Salary for employees lower than industry standards
- Impractical terms and conditions of Trade Unions
- Lack of adequate support from the government
- Dependence on imported material.

Findings

1. Need identification and selection of livelihood options

- Information collection on education, training, skill and family background.
- Direct dialogue with the survivors.
- Analysis/ observation of attitudes, interest, ability, motivation, family status, locality, bio-data, education qualification etc.
- Needs categorized and identified.

2. Process of skill development

- Vocational and entrepreneur skill development.
- Training based on the need identified.
- Analyse availability of resources (within organization's programs and outside).
- Interview survivors to reconfirm their interest and commitments for full participation.
- Life skills training (gender, leadership, behaviour, legal awareness etc.).
- Vocational training in coordination with related institution (vegetable farming, livestock rearing, driving, computer, fabric painting, embroidery, cooking, bakery, community health training, paper bag making, screen printing, nursing, food processing and sewing/ cutting) and job placement.

3. Links with the market and employers

- Personal visits to related areas like industries, industrialists, business centres etc.

- Requested employers to employ survivors.
- Consultations and workshops organized with entrepreneurs - hotel owners, health institutions, driving centres - to develop opportunities for employment.
- Contact shops and department store in local markets.
- Showroom for the product.
- Exhibition of the product.
- Coordination with other NGOs.

4. Career guidance plan & support services

Support services

- Full support during training such as food, lodging, medical support, counselling, training fee, transportation and other necessities.
- Seed money support.
- Full care and support until job placement.
- Provide basic needs during transition period, up to 2-3 months, until settled.

Career Guidance

- Awareness and education for parents and community.
- Motivation and supervision for continuation of existing job. Involve trainees in other leadership training programs.
- Provide exposure to develop self confidence by involving them in national and international seminars.
- Use them as resource persons in various training programs.

- Further training to upgrade their skill by coordinating with various training institutes.

5. Strategies for assessment of change

- Observation visits to survivors' work place.
- Case studies made to assess changes.
- Consultation with stakeholders for feedback and cooperation.
- Ongoing links with survivors.
- Developing confidence levels of survivors.
- Sustain interest and motivation of the survivors.

6. Process to ensure retaining/ positive changes

- Observes increase in confidence levels, behaviour change, living standards and social acceptance of survivors after job placement.
- Record job placement situation.
- Survey problems and difficulties faced.
- Continuing counselling to change attitude of employer.
- Organization and individual's combined efforts to find and continue in job (like driving).
- Provide opportunities to participate in national and international programs.
- Adopted policy-getting obligation: after completion of training trainee should get involved in some work related to training.

7. Partnership process

- Dialogue with possible partners.
- Information sharing with them about need for training.
- Maintain partnership with training institute.
- Joint consultation with donor, training institute, fellow NGOs.
- Include survivors from fellow NGOs in training programs.
- Launch joint programs with like-minded partners at national and international levels.
- Group formation at different levels.

8. Feedback from survivor/ service providers

- Staff visit to the work place of the survivors, discuss job satisfaction, and observe activities.
- Interact with service providers.
- One-to-one interaction with survivors.

9. Challenges faced by survivor in workplace & community

- Women are less preferred in some cases, like driving jobs, by transport owners.
- Job insecurity and discontinuance.
- Discriminative behaviours.
- Physical and mental harassment.
- Threats from gangs.
- Disinterest in training related occupation.
- Low wages, which makes it more difficult to maintain their daily needs.

10. Role of family and community in livelihood development

- Attitude of the family and community is encouraging and supportive.
- Some families misuse seed money by using it in other social activities.
- Some parents reject survivors.

11. Difficulties of the organization/ institutions

- Lack of refresher training.
- Insufficient technical support.
- Financial constraints of the survivors.
- Lack of sustainability of resources.
- Unwillingness of survivors to go back to their family, prefer to find jobs in the cities.
- Conflict situation also discourages them to go back home.
- Difficulties in tracing parents and their families.
- Some families and communities have not accepted their daughters/ girls.

Production Credit for Rural Women (DWD)

Evolution

The goals of the Department for Women Development Program (DWD) are to empower women by improving the quality of their life, the lives of their children and families and create gender equity awareness in society through economic empowerment. Under this programme, trained women are engaged in self-employment. The programme started in the year 1981 and so far 3,96,919 women have been trained in various vocations in 75 districts of Nepal. Most of them are involved in agricultural activities and a few in the service and production sector.

The Process

Interest and capacity

The administration provides information to the group/ cooperative about its programs in the villages and district areas. Each group comprises about nine people while the committee has about ten people. If the group is absent, the committee deals with the matter. Within each group, individual interests and capacity are gauged through discussions and observation and agro-based vocational training is imparted accordingly.

Partnership

Programs are conducted in cooperation and coordination with local and International NGOs. HMG/N has acknowledged this as one of the most effective programs for poverty alleviation and women's empowerment in semi and non-urban areas. Both government and donor agencies look forward to increasing program coverage qualitatively and quantitatively. Various donor agencies provide technical and financial assistance. Since its inception, UNICEF, the main donor agency, has continued to sup-

port the PCRW programme. UNFPA has agreed to extend its support to improve reproductive health, training, advocacy and dissemination of IEC materials.

The ADB under MCPW (Micro Credit Project for Women) is providing support for credit, training and strengthening NGOs. AsDB has provided a loan and grant for group formation, training and strengthening NGOs. Two technical assistant components have been added to support the project through the grant budget.

USAID is supporting PCRW under the new 'Environmental Education and Agriculture Marketing' project. Similarly, the European Union under Gulmi-Arghakanchi IRDP projects is supporting women with group formation, training and community development components in Gulmi and Arghakanchi district.

FAO, UNIFEM, GTZ, GDS have also supported the programme. Since 2002, JICA/ JOCV has been providing Japanese volunteers. DANIDA is assisting the improved cooking stoves programme under the Energy Sector assistance programme. DWD is discussing options for programme continuation with present donors as well as with other agencies.

Market approach

Specialists in the related areas maintain the quality and standards of the training. The 'Gramin Byabasaya Prabardhan' Manual for facilitating vocational aspects at the grass root level offers helpful guidelines. HMG/N focuses on mobilizing local manpower for training and job placement. An orientation is organised for the delivery processes of the bank available for self-employment, income generation and enterprise development. Experience shows that the demand of women's groups for income generating activities basically falls under: (a) Agriculture (b) Crop processing (c)

Livestock (d) Service-trading/ Shop keeping
(e) Cottage industries.

Organizational capacity for continuing and mainstreaming services

This programme's special objective is to promote women's income generating activities. The current, Women Focused Credit Programme has limited reach and does not cater to rural credit needs. A poverty alleviation fund can serve as the umbrella organisation to support and provide financial assistance to these women's cooperatives.

Family/ community support

Families and communities are positive about the programme because they are direct beneficiaries.

Individual and joint initiatives

DWD has a long experience in implementing women's empowerment and poverty reduction programmes. Lesson learnt and experience gained through PCRW's integrated women and child development programmes and MCPW's women's cooperatives show that there is great scope for women's empowerment and sustainability at the grass root level. While group incentives spur livelihood options, individual efforts also benefit.

Three-dimensional developmental needs of survivors

DWD programmes adequately meet the three-dimensional developmental needs of women and girls. The family is happy with increased income levels. Financial independence improves their standard of living. Both the family and society view them with respect so their participation in social activities increases. On a personal level, their confidence, decision-making and negotiation skills are enhanced.

Learning's from innovative, sustainable and replicable cases

This programme has significantly contribut-

ed in developing women-community based organisations such as cooperatives. These grass root organisations are provided special capaxoffice management, accounts and record keeping, leadership and linkage development, project planning, implementation and institutional development, and credit disbursement funds. If these CBOs are developed efficiently they could become sound, sustainable financial intermediaries under the Financial Intermediary Act and take on the responsibility of women's empowerment and poverty reduction programmes. When women's groups are federated, grass-root level institutes emerge and community action increases. Developing these organisations as sustainable and viable institutions is the major objective of the institutional development process. Once the CBOs are developed and work efficiently the ownership of the programme is transferred to them.

Challenges

- DWD faces acute resource constraints to continue and expand its programs. More than 18 districts are being affected due to a decline in donor support.
- The government cannot afford to implement the program without support. Efforts are being made to explore mutual support with new and old donors to extend the programs. DANIDA under the Energy Sector Assistance Program has expressed its interest for improving cooking stove components. This would be a very small component and limited only to cooking stoves in five districts. On the one hand, there is great demand and pressure to extend the program and on the other resource constraints have hampered immediate extension. 1593 VDCs are currently covered through various programmes.
- Lack of resources
- Government - NGO partnerships
- Conflict situations: Women awareness programmes are running in 932 VDCs. The over ambitiousness of the people and politicking pose considerable hurdles.

Findings

1. Need identification and selection of livelihood options

- Identification and selection of program area (VDCs) in consultation with line agencies, selected NGOs by Women Development Office under District Development Committee (DDC).
- Households surveys, beneficiary identification, group formation.
- Identifying training needs and prioritisation of basic needs.

2. Process of skill development

- Basic training on group dynamics, development, saving and credit management.
- Life skills training on gender sensitisation, reproductive health, early child development and leadership development etc.
- Production related skill training (vegetable training, sewing/ cutting/ knitting, retail shops, maintenance services, goat raising, nursery forestry).
- Entrepreneur training like business management, record keeping and accountancy skills.

3. Links with the market and employers

- Developing linkages with business houses for placement of jobs.
- Contacts with the retail markets.
- Developing shops in local markets (Haats and bazaars).
- Developing links with agriculture cooperatives.

4. Career guidance plan & support services

- Facilitate beneficiaries to obtain collateral free loan through linkages with bank.
- Promote collection and mobilization of group and community savings.
- Provide seed money to establish revolving funds.
- Promote women's cooperatives to meet immediate social needs.
- Develop linkages with non-formal education programs.
- Support to establish day care centres for children. Provide guidelines to start the business of their interest.
- The Manual 'Gramin Byabasaya Prabardhan' prepared for facilitating vocational aspects at grass root level.
- Gender awareness and training to peer groups.

5. Strategies for assessment of change

- Annual monitoring of programs
- Development of Indicators.
- Exchange visits to other districts.
- Consultation meetings.
- Research on issues.

6. Process to ensure retaining/ positive changes

- Refresher training.
- Further loan facility based on reimbursement.
- Advance training.
- Exchange visits abroad.
- Job opportunities within the institution.
- Facilitate registration of cooperatives as Micro Finance Institutions (MFI).
- Focus on mobilization of local human resource for training and job adjustment.
- Affiliate with 'Poverty Alleviation Program', which reaches door to door.

7. Partnership process

- Follow up multi- sectoral approach in planning and implementation through a decentralized process.
- Mobilize community development committee and credit groups.
- Partnership with NGOs.
- Institutional linkages with commercial banks and central bank for policy guidelines and credit facilities.

8. Feedback from survivor/service providers

- Conduct house hold surveys.
- Review status of reimbursement of the loans.
- Assess job placement of trainees.
- Monitoring programs on the basis of the indicator, loan reimbursement, structure, participation, leadership, resource, mobility and linkage development.

9. Challenges faced by survivor in workplace & community

- Difficulty in accepting marginalized groups: Badi group, dalit, conflict affected people and other deprived community.
- Problem in reimbursement of loan due to expenditure in social activities.
- Difficulties in grasping training skills.
- Lack of transport facilities to reach the training venue and workplace.

- Difficult time management due to house hold activities, seasonal work, festivals etc.

10. Role of family and community in livelihood development

- Supportive role of family but traditional thinking still exists which limits activities of women inside the home.
- Access to resource depends on the will of parents, guardians to take the loan from the bank as collateral.
- Family cooperates and permits women/ girls to participate in cooperatives at the time of receiving the loan.

- Later, due to lack of cooperation from the family, the women/ girls could not pay back their loan.

11. Difficulties of the organization/institutions

- Extension and expansion of the program, even successful projects have not been replicated in other VDCs.
- Procedural problem at government level (various channels have to give permission).
- Lack of financial and administrative decentralization from DDCs to project sites.
- Socio cultural barriers to the programs.

Hair Styling (Ekta Kendra)

Evolution

Ekta Kendra in Rupandehi District, was set up to support victims of violence and economically backward women through self employment or wage employment options. A partner organization, the Human Resource School, provides 50% of the resource materials and trainers. It has also established links with various beauty parlours where participants are provided on-the-job training and practice. At the moment the Kendra is supporting 56 women.

The Process

To keep in touch with new ideas and market trends in hair styling, the organization constantly engages expert trainers from other cities through the help of its network.

Training assures participants long-term employment and is a sustainable livelihood

option. Those trained by the Kendra have no problem in finding work since this skill is in great demand. This makes it a suitable project for replication. Since the government provides the certificate for skills learnt, the demand is even higher. Due to the unavailability of funds, the organization is unable to provide survivors with the seed money to initiate self-employment and encourage entrepreneurship.

Learning's from innovative, sustainable and replicable cases

This training demands intense practice in order to acquire the required level of expertise. Therefore, employment after training and practice during training in a parlour is invaluable.

Trainer and trainee both need to be constantly monitored, Continuous follow-up of trainee's performance is essential.

Women's Collectives and Village Development Committees (JIT)

Evolution

Started in 2000 in Nuwakot and Kaski Districts, the Joint Initiative in the Millennium against Trafficking in Girls & Women (JIT) presently runs 10 VDCs (Village Development Committees) in each district (20 VDCs in two districts), with the objective of rehabilitating and reintegrating survivors of trafficking, vulnerable women and girls referred by the police. Job placement is provided mostly through facilitating self-employment in different fields.

The Process

Interest and capacity

Interests, existing skill levels, capacity, literacy levels etc are examined through one-to-one and group discussions. Accordingly, they are asked to attend training programs for different vocations.

Partnerships

DTF (District Task Force Against Trafficking), a part of the program, participates in meetings and preparing guidelines. DTF also has an active role in the process. The government supports DTF to take programs and activities to the district and make them more effective and comprehensive.

Market approach

An Employment Exchange Centre has been established to place women in suitable jobs. The program office directs the vocations/skills imparted, and facilitates placement by matching education, skills and training to the requirements of each job. Extensive interaction of survivors with stakeholders, the industry and job providers are initiated.

Direct and indirect contact is maintained by the organization with the industry and job providers.

Organizational capacity for continuing and mainstreaming services

The integration of resource centres, training centres and natural health centres has helped people at the grass roots access JIT supported services more effectively. Monthly meetings of Women Collectives and Women Justice Forums provide local women the opportunity to share knowledge and information. JIT's activities are implemented with the active participation of VDC and district task force members. A growing database, women's courts and media campaigns have ensured visibility for trafficking and violence against women. As awareness spreads, many more people have started supporting women's initiatives.

Family/ community support

The participation of the family and involvement of the community in the programs reflect a positive outlook towards women's efforts to cope with their circumstances. Their collective support for training, which helps raise the economic status of the family, is invaluable.

Individual and joint initiatives

Two examples of income raising activities through individual and joint initiatives include honey and dairy production respectively. A natural health-cum-women's training centre has been established in Arbabijaya VDC, Kaski district, with the joint efforts of JIT and the VDC, who have provided land and financial aid. The objective is to provide easy access to natural

health services and training programmes and enables women to use available resource materials. All the centres operate under the management of the VDC task force and Women Collectives of the respective VDCs.

Three-dimensional developmental needs of survivors

JIT's status raising programs have helped meet the economic, social and personal needs of women and girls.

Learning's from innovative, sustainable and replicable cases

Training for Bee Keeping has been organised for 138 women farmers in 5 VDCs of Kaski, and is a major income-generating programme. Till today, 133 participants have started 'Mauri Palan'.

The Gauri Shankar co-operative comprises of 40 women collective members of

Phumdi Bhumdi VDC in Kaski. It produces packet milk, curd, ghee, butter, paneer and other milk products. JIT has helped the co-operative establish market linkages with neighbouring cities and districts. In addition, the organisation has also trained local female farmers in an effort to promote buffalo raising in the region. These programs are need based and can be very successfully replicated in other districts as well.

Challenges

- Due to lack of resources, maximum VDCs have not been included although the demand is high.
- Financial constraints have hindered the expansion of the programme to other districts
- There are only limited numbers of experts in the programmes areas
- The number of donors is decreasing.

Findings

1. Need identification and selection of livelihood options

- Needs are identified by the women/ girls themselves in the areas where the programs are conducted.
- Their livelihood options are selected after discussion.
- Guidelines are prepared to facilitate need identification and training. A feasibility study is conducted in the district.

2. Process of skill development

- Experts teach various skills to the survivors.
- The experts develop their own training design based on the need and interest of participants.
- Options/ alternatives are offered and the final choice is made by them.
- Life skills training on gender, leadership, basic health, legal awareness etc. is given.
- Skill development training includes (goat rearing, nursery forestry, craftsmanship etc.)

3. Links with the market and employers

- Established employment exchange centre so women get jobs according to their interest, capacity and training.
- Established documentation centres at program districts.
- The vocations/ skills adopted by the people in the districts are linked with the program office.
- Facilitates jobs by matching the education/ training to the type of job.
- Extensive interaction of survivors with stakeholders, specially the industry and the job providers.
- Direct and indirect contact with industry and job providers.

4. Career guidance plan & support services

- Counselling provide to women and girls for their future careers.
- Established migration information centre for safe migration and employment.

- Coordination with respective stakeholders.
- Micro credit facilities offered.
- Technical and financial procedural support.

5. Strategies for assessment of change

- Program monitoring based on indicators developed (achievement in their job; social adjustment and participation etc.).
- Program monitoring based on indicators developed (achievement in their job; social adjustment and participation etc.).
- Annual program review.
- Media mobilization for successful program. Research. Annual program review.
- Media mobilization for successful program.
- Research.

6. Process to ensure retaining/ positive changes

- Family reintegration (12 women/ girls have been reintegrated so far).
- Rehabilitation support (16 women/girls).
- Follow up action to those who started own business (shops, knitting, sewing,) and those who were employed (hostel wardens, teachers etc.).
- Technical support for group activities.

7. Partnership process

- Steering committee formed for coordination with the Ministry of Women, Children and Social Welfare of HMG, Department of Women Development (HMG) and district task force.
- Task force formed with multi-sectoral representatives from government and donor agencies.
- Established linkages with NGOs in the districts and the country, working for anti-trafficking.

8. Feedback from survivor/service providers

- Information collected from survivors, trainers and employers.
- Feedback collected from media coverage.
- Observation visits and follow up.
- Participatory evaluation.

9. Challenges faced by survivor training in workplace & community

- Family acceptance.
- Delay in legal process.
- Health problems.

10. Role of family and community in livelihood development

- Positive and supportive role of family, family aspires to support but cannot afford it.
- Reintegration programs have contributed in developing favourable environment in the community.
- Survivor built up a positive image in society and community.
- The community's approach is praiseworthy.
- The community is also actively involved in the activities (women's justice forum in the district, which is already registered).

11. Difficulties of the organization/institutions

- Lack of skilled man power.
- Financial limitations.
- Lack of provision of enough money to raise their own businesses.
- Job adjustment problems.
- Relapse cases, which are again rehabilitated through counselling and provided the necessary services.

Successful Entrepreneurship (Maiti Nepal)

Evolution

Maiti Nepal was established in 2004 in Kathmandu and Makwanpur, to ensure self-reliance and economic empowerment for survivors of trafficking, vulnerable girls and women. Many among the 50 who participated in the programme have become successful entrepreneurs running beauty parlours, restaurants, tailoring shops and bakeries in the city. The others are employed in nursing, furniture factories and bakeries.

The Process

Interest and Capacity

Capacity and interest of survivors are identified through observation and one-to-one interviews. Each case is classified according to the needs identified vis-à-vis the required trainings and education. The survivors are then provided skill-based training as per their interest and ability.

Partnership

Coordination and partnership is ongoing with stakeholders and agencies at VDC levels, in 19 districts.

Market approach

Maiti-Nepal has developed fruitful relationships with businessmen and the business sectors that offer their support for both training and job placement. The business sector has committed to employ a certain number of trained survivors (e.g. Annapurna Hotel). Beneficiaries are often taken for exposure visits to different hotels

and industries in Hetaunda and Bhairahawa.

Organizational capacity for continuing and mainstreaming of services

The organization counsels parents and the community and encourages their support and cooperation in the programme. Technical, material and seed money support is also provided. Survivors are treated with dignity and provided all the encouragement for all round development. Maiti-Nepal offers them shelter in the rehabilitation home for a short period, until they gain the confidence to live and work independently.

Family/ community support

Though many families and communities support the survivors others have discarded them. However, their economic rehabilitation has helped them overcome this hurdle and forge ahead in other areas of their lives.

Learning's from innovative, sustainable and replicable cases

Maiti-Nepal has been successful in creating sustainable partnerships and ensuring job placement of survivors with the Hotel Industry.

Challenges

- ♦ Problems of concentration during training.
- ♦ Uncertainty of refresher training.
- ♦ Lack of marketing skill.
- ♦ Market competition.

Findings

1. Need identification and selection of livelihood options

- Information collection on education, training, skills and family background.
- Direct dialogue with the survivors.
- Analysis/ observation of their attitudes, interest, ability, motivation, family status, locality, bio-data, education qualification etc.,
- Needs categorized and identified.

2. Process of skill development

- Vocational and entrepreneur skill development.
- Training based on identified need.
- Analysed availability of resources (within and outside the organization).
- Interviewed survivors to reconfirm their interest and commitments for full participation.
- Life skill training (gender, leadership, behaviour, legal awareness etc.).
- Vocational training in coordination with related institutions (vegetable farming, live-stock rearing, driving, computer, fabric painting, embroidery, cooking, bakeries, community health training, paper bag, screen printing, nursing, food processing and sewing / cutting etc) for training and job placement.

3. Links with the market and employers

- Personal visits to related areas like industries, industrialists, business centres etc.
- Consultations and workshops organized with entrepreneurs - hotel owners, health institutions, driving centres to develop employment opportunities for trained survivors.
- Contacted shops and departmental store at local market.
- Identified showroom for the product.
- Planned exhibition of products.
- Coordination with other NGOs.

4. Career guidance plan & support services

Support services.

- Full support during training such as food, lodging, medical support, counselling, training fee, transportation and other necessities.
- Seed money support.
- Care and support until they start work.
- Basic needs during transition period up to 2-3 months, until they are settled.

Career Guidance

- Awareness and education for parents and the community.
- Motivation and supervision for the continuation of the existing job.
- Involving the trainees in other leadership training programs.
- Providing them exposure to develop their self confidence by involving them in national and international seminars.
- Appointing them as resource persons in various training programs.
- Further training to upgrade skills by coordinating with various training institutes.

5. Strategies for assessment of change

- Observation visits to survivors' work place.
- Case studies made to assess changes.
- Consultation with stakeholders for feedback and cooperation.
- Continued links with the survivors.
- Developing confidence level of survivors.
- Ensuring continued interest and motivation of the survivors.

6. Process to ensure retaining/ positive changes

- Observing increase in confidence levels, behaviour changes, living standards and social acceptance of survivors after job placement.
- Preparing a record of the job placement situation.
- Surveying problems and difficulties faced.
- Continued counselling to change the attitude of employer.
- The organization and the individuals together continue efforts to find and continue in jobs (like driving).
- Provide opportunities to participate in national and international programs.
- Agreement with trainee to get involved in some business related to their training after it is completed.

7. Partnership process

- Dialogue with possible partners.
- Information sharing with them about the need for training- Maintain partnership links with training institute.
- Joint consultation with donor, training institute, fellow NGOs.

- ♦ Include survivors from fellow NGOs in training programs.
- ♦ Launch joint programs with like- minded partners at national and international levels.
- ♦ Group formation at different levels.

8. Feedback from survivor/ service providers

- ♦ Staff visits to the work place of the survivors, discuss their occupational satisfaction, and observe activities.
- ♦ Interact with service providers.
- ♦ Individual interaction with survivors.

9. Challenges faced by survivor training in workplace & community

- ♦ Women are less preferred in cases like driving, by transport owners.
- ♦ Job insecurity and discontinuity.
- ♦ Discriminative behaviours.
- ♦ Physical and mental harassment.
- ♦ Threats from gangs.
- ♦ Disinterest in the training- related occupation.
- ♦ Low wages, which makes it more difficult for them to maintain their daily needs.

10.Role of family and community in livelihooddevelopment

- ♦ Attitude of the family and community is encouraging and supportive towards survivors.
- ♦ Some families misused seed money for other social activities.
- ♦ Some parents discard the survivors.

11. Difficulties of the organization/ institutions

- ♦ Lack of refresher training.
- ♦ Insufficient technical support.
- ♦ Financial constraints of the survivors.
- ♦ Lack of sustainable resources.
- ♦ Unwillingness of survivors to go back to their family, prefer to take up jobs in the cities.
- ♦ Conflict situation also discourages them to go back home.
- ♦ Difficulties in tracing parents and their families.
- ♦ Some families and communities have not accepted their daughters/ girls.

Bead Making and Handmade Paper (SAATHI)

Maya becomes a respected warden

Maya Poudel was married when she was just 13 years old. Within a year she gave birth to a baby girl. After two years of her marriage she started having problems, which steadily worsened. Her husband abused her mentally and physically. Initially she tolerated him but soon her mother-in-law started beating her as well. Unable to suffer this violence any longer, she took refuge in her parent's house. After a few days her husband came and asked her forgiveness, made false promises and took her back to his house. Maya soon discovered that nothing had changed he started beating her again.

One day he got married again and threw her out of his house. Her in-laws did not support her either. Maya traumatised and distraught, started going from door to door seeking legal help and support. Finally the Asmita Magazine employees referred her to SAATHI.

Since then Maya has been in the SAATHI shelter. She came as a victim but today she is a respected warden. She makes beads to earn an income for herself.

Evolution

The project started in 2004 in Kathmandu and Banke to provide sustainable livelihood options to survivors of violence including domestic violence and rape. Since then, over 70 girls have been employed under SAATHI's wage employment scheme.

The Process

Interest and Capacity

After contact has been established with the survivors, their interests, availability of time, and preference for particular skill sets are assessed. Thereafter, viable rural or urban livelihood options are identified, based on their level of education and motivation. The survivors are then oriented about their designated programs through individual and group interactions.

Partnerships

SAATHI organizes training workshops in bead making, basket weaving, sewing/ cutting, mushroom and paper products, beauty parlours, driving, bakery, cooking and ice cream making through partner organizations and related institutions. For example, Action Aid and Save the Children are supporting handmade paper production, sewing/ cutting, driving and mushroom growing.

Market approach

Raw materials like glass beads are sourced and provided to survivors by the organisation. Initially, the centre develops the market by introducing these products to retail buyers and others. Individual marketing is also undertaken. Partnerships with other organisations enable beneficiaries to be

trained in basic marketing skills in order to fend for themselves later in life. Contacts with organizations/ businesses for paper products are also well established.

Organizational capacity for continuing and mainstreaming services

Staff meetings are held to make the program more effective and provide proper guidance to the survivors. While WEAN provides training, SAATHI offers the essential infrastructure like one month's rent, utensils, beddings etc. refundable money at the time of departure, sponsorship for children's education and day care services for the smaller children.

Family/ community support

Many families have accepted their women back - once considered a burden and social outcasts. Through counselling and dissemination of proper information, the family and community are generally supportive of survivors and their decision to take up a livelihood. Husbands have also agreed to take their wives home.

Three-dimensional developmental needs of survivors

The holistic and integrated training and sustenance program has transformed the eco-

nomic, social and personal lives of the once unfortunate women in Nepal. Economic self-reliance has resulted in a feeling of confidence, while regular interactions with the world around, has helped them discover and develop their individual personalities. Accepted in their society, they are now looked upon as respectable, capable women role models for other marginalized sections of society

Learning's from innovative, sustainable and replicable cases

SAATHI has developed effective partnerships with organizations and institutions that specialize in vocational training. SAATHI's greatest achievement is that it offers beneficiaries a whole gamut of livelihood options.

Challenges

- ♦ Difficulties in the training phase related to the strict rules of training providers
- ♦ Availability of jobs for all the trained survivors. Some urgent cases are given jobs but not in the area in which they were trained
- ♦ Funds not available to provide loans to survivors
- ♦ Only limited numbers are trained due to the organisation's fund constraints.

Findings

1. Need identification and selection of livelihood options

- ♦ Initial contact established with abused women and girls.
- ♦ Assessment of level of interest and time availability.
- ♦ Identify viable livelihood options according to level of education and motivation.
- ♦ Rural urban based livelihood options identified.

2. Process of skill development

- ♦ Orientation program organized.

- ♦ Provide training on bead making, basket weaving, sewing/ cutting, mushroom and paper products.
- ♦ Manage training in related institutions for beauty parlours, driving, bakery, cooking and making ice cream.

3. Links with the market and employers

- ♦ Raw materials like glass beads provided to the survivors.
- ♦ In the beginning the centre sends production to the market by introducing it to retail and other buyers.

- Individual marketing also facilitated.
- Purchases of some products like paper bags, envelopes, diary, file etc organised by the centre.
- Provided training in marketing in cooperation with other organization.
- Contacts developed with organizations/businesses for paper products.

4. Career guidance plan & support services

- At the time of leaving the rehabilitation home, SAATHI provides essential support to the survivors like rent for a month, utensils, beddings etc.
- Provides a refundable loan of Rs 5000 without interest, on signing a commitment paper.
- Provision of sponsorship of formal education to children.
- Provision of day care centres for infants.
- Career Guidelines: The loans are taken on the basis of guidance provided by SAATHI.

5. Strategies for assessment of change

- Field visits.
- Suggestion from the survivors.
- Staff meetings to review the conditions of the survivors.
- Guidance to survivors.
- Counsellors collect information on positive changes.
- Assessment by staff and trainers on application of skills. Repayment of loans.
- Independent living.

6. Process to ensure retaining/positive changes

- Continuing interaction with survivors.
- Assessing interest and attention on the job.
- Providing loans based on their progress at work.
- Providing continued guidance and career counselling.
- Further training provided to enhance skills and capacity.

7. Partnership process

- Partnership with other organizations (ABC/N, DIDIBAHINI, Gharelu Tatha Sana Udyog and police) for effective training and consultation.
- Links established with other NGO's.
- Identify potential training institutes.
- Formalise working agreements with partners.

- Identify organizations that provide free training and establish linkages for referrals.

8. Feedback from survivor/service providers

- Feedback from the staff.
- Understand job providers views.
- Counselling and awareness on the situation in case of disputes among themselves.

9. Challenges faced by survivor in workplace & community training

- Level of education.
- Unavailability of caregivers for survivors children.
- Trainings are not holistic (should include business management, marketing and life skills).
- Technical training not possible due to low level of education. Lack of citizenship papers.

Workplace

- Unavailability of day care centres or child care services for their children
- Problems of adjustment.
- Fear of harassment.

Community

- Stigma.
- Lack of cooperation and support.

10. Role of family and community in livelihood development

- The behaviour of the partners of some survivors has changed and they have accepted their wives.
- Some survivors get married and others start to live on their own by pursuing some occupation.
- If the survivors earn a good income families tend to support them (i.e. if she runs a shop family members may help her).
- Communities need to be more supportive.

11. Difficulties of the organization/institutions

- Job placement to all the trained survivors.
- Job unrelated to training received.
- Resource constraints for providing loans.
- Limited training opportunities.
- Delay in legal process (provision of staying in the shelter homes is only for six months).
- Reluctance in going back home after completing training.
- Recovery of individual loans very difficult in urban areas due to high mobility of the recipients.

Agriculture and the Beauty Business (Shakti Samuha)

Yashoda becomes a beautician

I, Yashoda Tamang (name changed), was one of the dwellers of the slum areas of Kathmandu where I used to work in a tea-cum-fruit shop. One day an unknown man lured me away from my village and sold me in India. After some months I was able to escape from that terrible place which was like hell - and returned to Nepal. But the people here started to gossip and made life very difficult for me. At that time I met the sisters of Shakti Samuha who counselled me and gave me refuge in their office because they didn't have a shelter home.

First, I studied their basic course and was then sent to the Jyoti Vocational Training centre in Pokhara. Though I completed my beautician training in two years, I have not been able to get the certificate since I don't have my citizenship. The sisters of Shakti Samuha are trying to help me but have been unsuccessful so far. Although I don't have my citizenship, we have opened a successful beauty parlour with the financial and technical support of Shakti Samuha. Now, I feel empowered and have the courage to do something for my life. I know I have reached here with the support and help of Shakti Samuha. I hope they will continue to help others like me.

Evolution

Shakti Samuha's livelihood program has been initiated in the Gongabu and Gaighat districts of Nepal to provide survivors of violence sustainable vocational training and mainstream them into society through wage employment. Self-employment through individual or joint enterprises is encouraged. The goat-raising programme in the agricultural sector of Udayapur and the beauty parlour business are highly successful. The programs cover the eastern and middle regions of Udayapur and Kathmandu.

The Process

Interest and capacity

While discussing skill sets and options, the organisation simultaneously identifies each person's interest and capacity. Counselling

and career guidance are provided according to skill, interest and education levels, before training. Skill-based training (computer, sewing and knitting, dancing, beautician's course, report writing), marketing, raw material collection and simple calculation follow as per needs, during the public vacations.

Partnerships

For this program, the organization has no other partnership except with the donor organization, Save the Children, Norway.

Market approach

Shakti Samuha establishes direct contact with the market and links survivors to it. The organization also provides loans and helps them start beauty parlours and other enterprises. After an initial level of financial independence has been reached, survivors pay back the loan and become independent.

Findings

1. Need identification and selection of livelihood options

- Informs group of survivors about possible skills options.
- Discusses their individual interests education level and skill.
- Provides counselling to match the skill, interest and education before training.

2. Process of skill development

- Provided skill training in computers, sewing and knitting, dancing, beauty parlours, report writing.
- Provided training on marketing, raw material collection and simple calculation.
- Assessing suitable livelihood options.

3. Links with the market and employers

- Establishes direct links with the markets and employers in the beginning.
- Informs visitors about the activities.
- Later, survivors learn to make contact with the market without the help.

4. Career guidance plan & support services

- Advanced trainings.
- Exposure visits abroad.
- Provides refundable loan without interest to survivors.
- Follow up and monitoring for career guidance- Family councils.
- Legal counselling and support.
- Counselling for training.

5. Strategies for assessment of change

- Keeping previous records of the case studies to compare with the present.
- Observe the living standard and the working skills of the survivors, and level of confidence- Observe participation in debate, oration etc.

6. Process to ensure retaining/ positive changes

- Provision of orientation training & guidance for the survivors to sustain their achievements.
- Job placement in the centre.
- Encouraged to take up self employment

opportunities (Canteen in Daywalka Foundation, Security Guards, Beauty parlour).

- Opportunities of advanced training in collaboration with other organizations.

7. Partnership process

- Received financial support from INGOs and NGOs.
- Coordination with NGOs for program activities (ATWIN, WOREC, ABC/Nepal, CWIN).

8. Feedback from survivor/ service providers

- Direct approach of collecting feedback from survivors, service providers and trainers.
- Staff visits during the training period to monitor the situation.
- Feedback from survivors.

9. Challenges faced by survivor in workplace & community

- The survivors cannot express their feelings and difficulties frankly because the listeners humiliate, neglect, tease and taunt them.
- The negative element (perception, attitude behaviour, dealings) in the process of socialization becomes a barrier for all round personality development.

10. Role of family and community in livelihood development

- As it is a survivors' organization for the survivor's sake, there is no family support.
- Mostly, survivors are not accepted back by the family and communities.
- No suitable environment for them to live in family.
- Contact with the families of some survivors only by telephone and outside the home.

11. Difficulties of the organization/ institutions

- No sufficient funds to start, organize and continue the program.
- Ineffective coordination among the organizations.
- The survivors struggle for livelihood is completely different from the struggle of other people.

Sewing/Cutting Training Programme (WOREC)

Evolution

Women Rehabilitation Centre (WOREC) was started in 1995 to ensure the social, economic and political empowerment of vulnerable adolescent girls in Udaypur. After completing their training in cutting and sewing, a group of 35 girls were subsequently rehabilitated through wage and self-employment. Many are now engaged in the production and service sector.

The Process

Interest and Capacity

The respective interests of the girls were assessed through group discussions and the different options available were explored accordingly.

Partnership

WOREC partners with 'Gharelu Shilpakala Kendra' for training. There are no donors involved.

Market approach

WOREC collects orders for sweaters and other clothes from schools supported by donors. Initially, WOREC introduces the girls to the School authorities but subsequently they develop links independently.

Organizational capacity for continuing and mainstreaming services

After the survivor is confident enough to work independently, WOREC withdraws further financial support, except for some technical training or guidance on specific issues. Follow up visits are undertaken by the organization on a regular basis.

Family/ community support

Counselling, co-operative activities, seed money and timely supervision of activities after training and job placement has helped to rehabilitate survivors more effectively. The attitude of the family and community changes positively when survivors start making a financial contribution. Survivors are comfortable working and living with their families.

Individual and joint initiatives

The organization establishes links with industries, industrialists and individuals for help in job placements and marketing for individual or group enterprises. Some survivors have independently set up small businesses like mini hotels, tailoring and shop keeping, through their own joint initiatives in the cities and villages, under the supervision of the organization.

For financial and resource support, programmes are run jointly with the donor organization and ABC-Nepal. The organization regularly shares experiences, organizes meetings, workshops, and seminars etc, with other NGOs.

Three-dimensional developmental needs of survivors

The WOREC plan is specifically designed to meet the economic, social and personal needs of survivors. Their standard of living is established when they start generating/earning an income. Families and society accept them when they start participating in social activities and help to augment their family's income. All these factors raise their level of confidence, decision-making and negotiation skills, substantially.

Learning's from innovative, sustainable and replicable cases

Many survivors' are interested in driving auto rickshaws (three-wheelers) as it yields good earnings. This comparatively new career option has become very popular.

Findings

1. Need identification and selection of livelihood options

- Formed groups of vulnerable people and women survivors' in the community.
- Meeting with community to discuss possible livelihood options.
- The group, based on type of production, market, duration of training, location, role of partner organization etc, selects viable options.
- The community hands over selected project documents to WOREC.

2. Process of skill development

- Selected participants from the community & group to ensure the participation of the oppressed and marginalized sections of society as well as, vulnerable/ risk groups. This was based on geographical environment, economic status etc.
- Training organized in life skills (behaviours, gender, rights, leadership etc.), selected vocational skills (vegetable farming, goat raising, beauty parlour, shop, sewing and cutting), entrepreneurship and marketing.
- The organization in coordination with partner organizations like Gharelu, Plan, Indreni Jagarana Manch, provide training.
- Training is conducted either at home or in the training institution located out of the survivor's hometown.
- WOREC together with the parents and-guardians Decide where training will be based.
- Amongst other conditions, it is compulsory for participants to complete their training.
- Snacks & travel expenses are covered during training.

Challenges

- Expected achievement has not been accomplished
- Donor support is insufficient
- Cost effectiveness has not been achieved.

3. Links with the market and employers

- WOREC and sometimes the individual maintain market linkages on the basis of products.
- Marketing bags in the school and community.
- WOREC buys and encourage others to buy.
- Sometimes the women and girls themselves find a market.

4. Career guidance plan & support services

- WOREC provides technical support, follow up and guidance.
- Coordinates with other organizations for job placement.
- In the beginning, work materials are provided instead of cash, and if possible place of work as well.
- If the survivors want to open a shop, a small grant is provided.
- The refundable financial support ranges from Rs. 3000 to Rs. 48,000 for starting small businesses, individually or in groups.

Other support

- Seeds & farming methods for vegetable farming.
- Providing crossbreeds of pigs and goats PLAN has provided materials and WOREC offered financial aid for beauty parlours.
- Leased land for farming to oppressed classes (23 families of the Mushar clan in the Terai region); made a small house in the field for trainings, guarding the field and preserving seeds.

5. Strategies for assessment of change

- Two kinds of assessment strategies are used: 1) Institutional 2) individual.

- WOREC evaluates change in financial capability by assessing the survivors' capacity to refund loans, sales trends etc.
- The community and the family of the survivor also monitor development.
- The survivor assess their own attitude changes such as sending a girl child to school.
- Feeling of financial independence.

6. Process to ensure retaining/positive changes

- For agricultural products such as growing vegetables, the economic support is fixed for three years.
- For rearing wild pig hybrids, loan is provided for a maximum of 18 months.
- The newly born kid (baby goat) has to be given away to another member of the community.
- Encouraged to train other girls as trainers (repairing of watch and bicycle).

7. Partnership process

- Coordination with NGOs at national level.
- Participants are interchanged in programs and activities.
- Working with the local CBO and developed partnerships with four CBOs in Udayapur.
- Worked with groups of women and girls at the grass root level.
- Institutional development within rural communities by involving them in the programs.
- Exchanging views and ideas with the people abroad by participating in meetings, exposure visits, workshops etc.

8. Feedback from survivor/ service providers

- Maintaining links with individuals or organizations that invest in small business programs, individuals and groups of training providers etc.
- Organize meetings once a year, for sum up and evaluation of the ongoing activities.
- Collects feedback through direct observation, meetings and discussions.

9. Challenges faced by survivor training in workplace & community

- Problems are related to the environment, motivational factors, and social/ community acceptance.
- Lack of financial support from the family.
- Lack of economic security from the family i.e. there have been cases where the family has sold off the survivor's sewing machine.
- Lack of market management.
- Dropping out of work due to lack of support.
- Others misappropriated invested funds.

10. Difficulties of the organization/ institutions

- Limited capacity of organization to meet the increasing demand of survivors/ vulnerable groups.
- Ineffective coordination among other partners.
- Some person receives trainings and seed money repeatedly.
- Negative attitude of the community towards the programs.

Conclusions

The present avenues and opportunities for survivors/ victims of violence are rather limited in Nepal since existing programs have not yet reached every remote village. However, the situation could be improved to bring about social/ economic /individual changes. So far, only a limited number of victims have received training and accessed jobs since education, awareness, training and employment programs have not been developed or implemented on a scale where geographical areas are covered to the maximum extent possible and where all ethnic groups can be reached.

Both traditional and innovative models of livelihood options are available as best practices and have been included in the Resource Book. Due to limitations of educa-

tion, skill, capacity, socio-economic status of the survivors, identified needs are specific and limited. This case study and analysis presents the current status of livelihood options for victims/ survivors of trafficking and other forms of violence. It is hoped that further avenues and opportunities can be identified in the future. The successful/ innovative models depicted here can be replicated under similar circumstances and variables.

The findings of the case studies undertaken so far lend themselves to proposing the following guidelines for the introduction of effective livelihood options that would be particularly suitable for survivors of trafficking and other forms of violence.

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Introduction

While focusing on livelihood development and the economic emancipation of women and children, it is also critical to develop a safe and supportive environment for them. They need to be supported with resources, skills, counselling and adequate legal compensation that will ensure them a sustainable standard of living.

Violence against women includes domestic violence, rape, trafficking, forced prostitution and violence in armed conflict such as murder, rape, sexual slavery and forced pregnancy. It also includes honour killings, dowry-related violence, female infanticide, prenatal sex selection in favour of male babies, female genital mutilation, and other harmful practices and traditions.

Sexual assault, rape, incest, domestic violence, sexual harassment at the work place and abduction are reported constantly in the media, especially in the Sinhala national dailies. Particular cases identified by NGOs and concerned individuals are also reported. In the last decade, criminal and other degrading acts of violence that severely damage the integrity and dignity of the victims, have extended far beyond to affect the lives of vulnerable women in non-conflict areas, as well.

These women are found amongst migrants, internally displaced persons (IDP), refugees, Free Trade Zones (FTZ) women workers, war widows, single parents, young women job seekers in garment factories, and others such as schoolchildren, infants and octogenarians.

Sri Lanka is a developing country with severe economic constraints resulting primarily from long years of civil unrest, which, apart from draining the country's human and capital resources, also hinder human development efforts. Approximately

one third of its total population lives below the poverty line.

Vulnerable, victimised: paying the price to earn foreign exchange

Today, the Government acknowledges and even boasts that garment production and the overseas employment of Sri Lankans are the two biggest foreign exchange earners for the country. In the last decade, they have overtaken traditional commodity exports like tea, rubber and coconuts. Though it is women who create most of this income, their pitiful work conditions in both these areas seem to be nobody's concern. Sri Lanka earned Rs.76.6 billion (about US\$1.5 billion) in 1994 from garment exports produced mainly in the (FTZ) - which amounted to 48% of its export earnings. Out of the 100,000 jobs created in the FTZ, 80% have gone to women. There are 500,000 migrant workers, mainly in the Middle East, who contributed Rs.35 billion (US\$ 0.7 billion) to the national coffers in 1994 - of whom more than 50% work as maids.

The number of cases reported from the Middle East is very high and their situation is particularly vulnerable. The Sri Lankan Embassies and local non-government agencies get, at an average, 400 complaints of physical and verbal abuse a month. And there are almost 300 Sri Lankans in the United Arab Emirates (UAE) prisons. This alarming situation has created huge social unrest in rural Sri Lanka.

In any village in the south, there are at least 10 to 15 mothers who have left their families and gone to work overseas. The price paid by them for the country's betterment, is very high in terms of violence. Their children are ignored. Men do not take over the missing mother's role; on the con-

trary they use her earnings for liquor, smoking and sex.

20 years of conflict and civil war have resulted in irreparable damage to the economy, education, social life and the country's development. This has further led to malnutrition, impoverished homes, poor villages, inadequate infrastructure facilities, damaged livelihood production bases, inadequate social facilities and increasing violence against women and children in the affected areas.

Another sector of grave concern is the sad plight of women and children employed in the estates and gardens who face severe violence in their daily life and work. The other vulnerable group neglected by social analysts lives in the plantations and suffers from poverty and socially related violence.

Financial independence and social status

The major concern is to protect and help the victims overcome their situation. They need different livelihood options depending on their ability, skills, resources available and the prevailing conditions. There are very few organizations actively involved in addressing their needs.

This study outlines some of the livelihood options successfully implemented by different organizations working with women and children who are victims of violence including trafficking. These can be successfully replicated to create options that would not only provide financial independence to survivors of trafficking but more importantly, give them a status in society that they can be proud of.

The gender disparity in the employment sector is generally due to a lower level of human capital in terms of education and job experience. Women tend to have fewer years of education and less work experience due to their traditional roles within the family. This situation also arises from women's preference for jobs with less responsibility and the reluctance of some employers to invest in training women.

Approach and Methodology

While developing women's skills it is vital to understand the gender constraints that prevail in society and take into account the various roles women play in their daily life. The primary reason to develop their skills is to empower them to stand up for their own rights and live a life of dignity.

Skills development should focus on improving women's productive, reproductive and social roles because the chances of discrimination on these grounds are very high. Improving the status of women in these three dimensions would enable them to pursue livelihood activities more effectively. Areas of skills development should be identified by looking at the constraints that prohibit women from becoming high-income earners.

Since the affected women and children are spread all over the country and situated in different areas of specific violence, only those organizations working with women and children survivors of violence including trafficking, were chosen. Amongst organisations working with those affected by Tsunami there were some who could not be visited. The time frame of 25 days was insufficient for the study.

However, since the study clearly details the strengths and constraints of various programmes, replication is possible.

Case Selection

The organisations identified in consonance with the Regional Action Forum's guiding principles were:

1. Agro-Mart Foundation
2. Don Bosco Technical Centre
3. Survivors Associated (SA)
4. Social, Economical and Environmental Developers (SEED)
5. SURIYA Women's Development Centre (SURIYA)
6. Women Development Centre (WDC)

Selected case studies focused on three main areas of development:

1. Capacity Building
2. Resources
3. Access to support services (communication, micro credit, marketing, etc)

Priority was given to cases that reflected the parameters laid down by the RAF:

- ♦ Livelihood options based on best interest and capacity of the survivor
- ♦ Livelihood options through partnership

- ♦ Livelihood options based on market demands
- ♦ Organizational capacity for continuing and mainstreaming the service
- ♦ Family and community support.

Information Collection

Visits made to the selected organizations and focus group discussions helped to collect in-depth information. Common guidelines were followed to understand different approaches and the diversity of development initiatives implemented in strengthening livelihood strategies.

Case Studies

Enhancing the Entrepreneurial Culture among Rural Women (Agro-Mart Foundation)

Evolution

Agro-Mart Foundation was set up in 1989 as an independent non-governmental organization (NGO), with the objective of developing economic and social opportunities for the rural poor, specifically women. It operates in seven administrative districts i.e. Kurunegala, Puttalam, Galle, Matara, Hambantota, Ampara, and Moneragala.

The organization specializes in enhancing the entrepreneurial culture among rural women, which empowers them economically and protects their vulnerability. Soon, those empowered become mentors to other women in the society. These women who come from low-income levels are equipped to start a business, run it like professionals and ensure the paid production contribution to the community. Agro-Mart does not discriminate between women as trafficked or affected but offers services to anyone who needs them.

The Process

Agro-Mart is totally a different organization, which aims to empower women eco-

nomically and enhance their living with a clear-cut income. It offers a range of training and networking facilities. From grouping the women, training them in entrepreneurship and networking with the larger market to conducting awareness tours to Thailand and other places, it offers a wide and competitive environment for women to gain personal empowerment and social recognition. Focussed networking, exposure visits, and strengthening decision-making skills helps members to improve their personal skills as well. The economic impacts of Agro-Mart are far greater than other organizations.

Findings

Programmes

Training for everyone programme

Elements of good practice

1. **Needs identification and beneficiary selection:** This is achieved mainly on the basis of membership enrolment, which is generally voluntary. After looking at the

livelihood options of other members, women and rural poor decide to join the scheme. They start saving and when they have built up a certain amount they qualify for micro credit.

2. Training/ capacity development:

Popularly known as the rural polytechnic it focuses primarily on skills development. Women are trained for commercially marketable skills such as beauty culture, cookery, cake making, dress-making, bridal dressing, floriculture etc. Beneficiaries are given special training to enhance entrepreneurial performance. This has helped participants identify opportunities, plan businesses, build networks and market linkages on their own. The economic literacy programme has helped to further enhance their basic business skills, implement successful marketing strategies and manage their finances profitably.

3. Market linkages: The annual trade fair, exhibitions and competitions motivate beneficiaries to enhance their entrepreneurial performance and gain

personal confidence. The major benefit is market linkages. There are women who are successfully marketing their products through exhibitions on an ongoing basis. The best entrepreneur competition helps them bench-mark themselves and win a trip to Thailand.

4. Contributions: Personal, social and economical development. Women gain personal development through entrepreneurship training, literacy programmes and by taking part in trade fairs and competitions. Their economic success exceeds that of others due to the holistic approach adopted by the organization, which covers all the critical areas needed for financial sustainability and social acceptance:

- ♦ Entrepreneurial competencies.
- ♦ Small business management competencies.
- ♦ Access to capital.
- ♦ Commercially marketable skills.
- ♦ Market linkages through trade fairs, exhibitions and competitions

Livelihood Options for Youth and Children (Don Bosco Technical Centre)

The children of Negombo get a new life

Negombo is an important tourist site. The fisher folk in the coastal areas travel constantly in search of fish leaving their children with grand parents and relatives. Without adequate parental guidance, these children become more vulnerable to trafficking and other forms of exploitation.

Don Bosco provides basic and technical or vocational education for those most affected by poverty, school dropouts, youth and children, to help them find suitable livelihood options and contribute to the country's development. Its drop-in centres ensure that youth and children study, play games, eat and pray together in the evenings instead of visiting the beach. After these activities they return home. Rescued children are counselled and supported in every way. Many have been promoted to other vocational training courses after which they are ready for employment/ self-employment, as they prefer.

While the children learn different non-formal skills they also earn an income with the support of the centre. The money earned from sales is deposited into their accounts as a saving for the future.

Evolution

Don Bosco started in 1956 at the Sugadadasa Technical Centre, and was later acquired by the government. In 1963 the institution was set up in Ethukala village, Meegamuwa, Negombo District. Today there are 13 centres all over the country. The Negombo Centre is the premier branch located over nearly 13 acres of land, which supports youth and vulnerable children to develop life skills, vocational skills and non-formal skills for their livelihood.

Youths in the district have no education or professional qualifications. They do not complete their formal education due to ignorance and the bad influence of their peers, growing up with mental trauma, stress and ill health. Initially starting with a technical centre, Don Bosco has expanded its portfolio to support vulnerable children and the youth.

Its mission is: 'Creation of honest, loyal

and efficient training through modern teaching methods, machines and well qualified instructors'.

The Process

Don Bosco follows a holistic approach. Children who have dropped out of school, ignored, exploited and trafficked are collected at the drop-in centre without discrimination. Here they are provided education, meals, spiritual enhancement and the love and care they need. Services start from caring, facilitating and preventing child trafficking to creating opportunities for self-employment.

The service portfolio

The wide range of courses is designed according to the students' qualification, skill development needs and employment/ self-employment possibilities. These include

computers, electronic skills, motor mechanism learning, mechanical workshops, carpentry, air conditioning and electronic repair, general maintenance, printing, and three wheeler repair and maintenance.

There is a hostel for young children who prefer to stay till their courses are completed. The hostel helps youths take up livelihoods with confidence and commitment. Another hostel caters to school-going children below 13 and 16 years of age, where they can continue their formal education without interruption.

Additional evening classes help them with their homework and offer co-curricular activities for all-round development. Activities include:

- Sports clubs
- Music
- Body building
- Dancing
- Aerobics
- Dharma school
- Drop in centre 2

The centre also provides services like anti-smoking and anti-liquor addiction, child abuse eradication, and HIV/AIDS prevention programmes to help them reintegrate into mainstream life.

Identification and partnering with NGOs

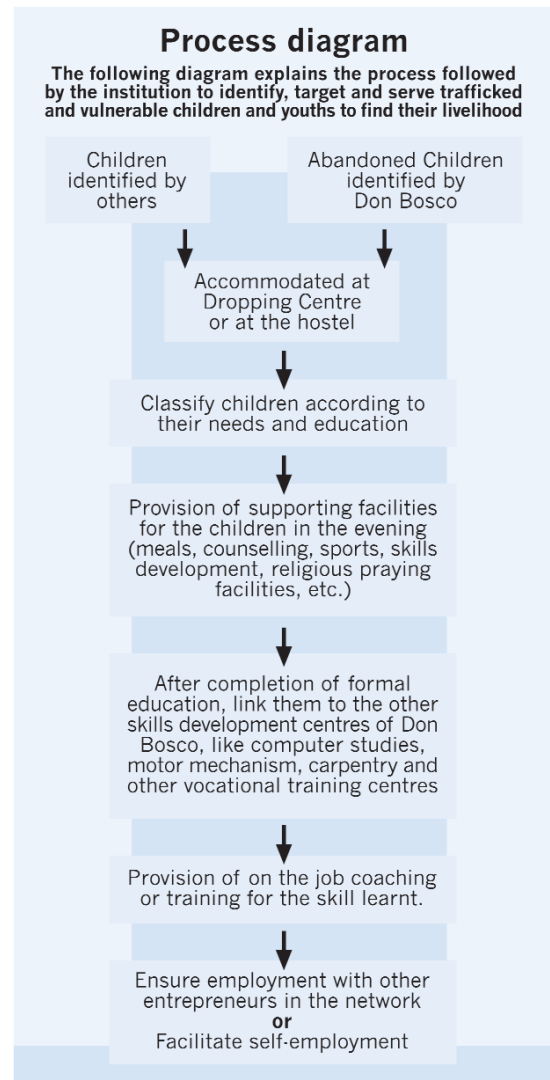
Don Bosco successfully networks with several entrepreneurs including the corporate sector to access employment opportunities for its graduates.

Identification of beneficiaries in association with partner NGOs

Don Bosco staff, in collaboration with other organizations in the area, identifies and brings victims under its service umbrella.

Findings

- A holistic approach, starting from identifying victims to offering them employ-



ment opportunities with various institutions and the corporate sector is the foundation of its success.

- Keeping the children occupied with their normal routine activities in secure conditions prevents them from becoming vulnerable again
- In the future, Don Bosco is planning to subsidise the parents' income as well. It is very important that parents are made aware of the situation so they can help to protect their children from a harmful environment
- The institution is attempting to persuade the Government to provide a valuation certificate for its courses. This is critical for the beneficiaries.

Befrienders: Starting and Developing Small Businesses (SA)

Evolution

In 1996, Batticaloa was burning with communal conflict and a bloody war. Though most other organizations withdrew their services, Survivors' Associated (SA) continued to work for the people in Mannar, Vavuniya and Puttalam. Its 'Befrienders' team and cultural shows help people collect and build up their capital investment through savings and credits. The Small Business Counsellors help beneficiaries, mainly women, to start and improve their small businesses and improve their livelihoods. For budding entrepreneurs, SA provides technical training and counselling on business and day-to-day life.

The Process

Survivor's psycho social service provisions help individual beneficiaries in their economic rehabilitation process. The organisations unique team known as 'Befrienders' and small business counsellors are all based in the villages. Their members and beneficiaries achieve social recognition through economic empowerment. The effect of social empowerment is still weak as their groups, savings and credit mechanisms are still at a nascent stage in Mannar. The extension service provision for business promotion is very successful.

Findings

Programmes

Psycho, social and economic development programme

Elements of good practice

- 1. Needs identification and beneficiary selection:** The psycho social workers and business counsellors together identify and select beneficiaries. Most are women affected by armed conflict.
- 2. Training/ capacity development:** Conflict resolution, small business management, entrepreneurship development and other cultural activities are organised to empower women and others in the village. Trainings also cover savings and credits. Vocational training includes sewing, dressmaking etc. Women are given sewing machines, which help them generate an income from the village and surrounding areas. Cultural activities help them overcome mental barriers and make them aware of cultural norms. Mini exhibitions and sales promotion activities facilitate marketing promotion.
- 3. Contributions:** Personal, social and economical development. Women have overcome their psychological barriers and prepare for their income generating activities. Though personal and economic development has been achieved, their social development is unsuccessful. This could be because they are still in the initial stages of grouping and strengthening CBOs.

Group Savings and Credit (SEED)

Evolution

In 1999 SEED received funding to work with women in the Sithamparapuram Welfare Centre in Vavuniya District. At that time, the district was flooded with more than 100,000 displaced persons (IDPs), most of whom had taken shelter in the Welfare Centres. A special pass system for IDPs, the limited living spaces, internally corrupt culture and poor living conditions made these women even more vulnerable. Trafficking, domestic violence and child labour were the common outcomes. SEED entered into an agreement with the Women's Empowerment programme to help 150 women who were badly affected. The focus was on livelihood development: to help women take charge over their lives with confidence and find their income generating avenues.

The Process

In the beginning, SEED selected only widows as its target group. They were provided with empowerment training and introduced to group savings and credit options. Finally, they were resettled together in Parathipuram. SEED has learned an important lesson from this experience. Handling Female Headed Households (FHHs) alone, can lead to negative results as the community views them with a different perspective.

SEED's counselling services for women, is their entry point to the welfare camps in Vavuniya. They identify FHHs and enhance their life skills through training. Their range of training programmes for relocation through group savings and credits has significantly helped widows and trafficked victims to improve their living conditions.

SEED follows a relief, rehabilitation and development sequence. Through the first two stages it has comprehensively empowered women and prepared others for future development. It has also developed a professional Participatory Rural Appraisal to identify development of relocated villages.

Victims to mobilizers

SEED has eliminated the autocratic style of management and designations for its staff. This style of functioning has helped it contribute significantly in this sector considering the conditions in the district. The team of talented mobilizers have grown in a challenging environment that has strengthened their decision-making powers.

SEED's economic empowerment of women has been achieved mainly through labour employment and not through entrepreneurship development. The organization is gearing up to enhance entrepreneurial enhancement in the future.

Findings

Programmes

Widows resettlement

Elements of good practice

- 1. Needs identification:** By visiting camps and conducting a base line survey. FHHs are high in number. It is understood through visits and preliminary studies that women needed special attention.
- 2. Beneficiary selection:** 'Befrienders' visit the families, almost live with them in the camps and provide psychosocial coun-

Women Empowerment

1. **Needs identification:** Needs are identified through psycho social counselling together with other organizations such as govt. officials, welfare centre administration, etc.
2. **Beneficiary selection:** The strategy is to combine the FHHs with other HHs because past experience showed that hosting families did not fully accommodate the resettled families. This helps the women to mix with other families in the same category. One third of the women have children with special needs and another 30% are widowed or separated.
3. **Training/ capacity development:** A wide range of intense development trainings and supports are offered. Life skills development is particularly successful.
4. **Market linkages:** Beneficiaries helped to

selling. They identify women who are willing and actively involved in the group savings and credit scheme.

3. **Training/ capacity development:** A range of training courses are offered for savings and credit schemes, HIV/AIDS and other disease awareness, hygiene, gender, leadership, literacy, etc. This has boosted personality development and helped them overcome the exploitation, abuse and negative influences in the past.
4. **Market linkages:** The entrepreneurship-training course helps them gain entrepreneurial competencies, business idea selection and small business management skills and knowledge.
5. **Loans and credits:** Those who collect the largest savings qualify for small loan schemes and other support.
6. **Contributions:** Personal, social and economical - The psychosocial support and training helps in personal development. Resettlement in the village brings social benefits. Separation from hosting families has created some problems.

This project has greatly enhanced their personal and social development. After resettlements, they interacted with the vil-

agers in a participatory rural assessment programme. By taking an active part in the village committee they have gained social recognition. Confident with outsiders now, they have organised their life well.

5. **Savings and credit:** Savings and credit habit encouraged to build investment capacity. Learning and working in groups boosts economic empowerment.
6. **Micro finance scheme:** Provided with a revolving fund. Though they separated during resettlement, they are now struggling to form a group.
7. **Contributions:** Personal, social and economical. Most of the women are agriculture-based labourers. In the welfare centres they did not have access to labour works. Now, their income from labour opportunities inside and outside the village helps them sustain their families.

Empowerment Campus

2. **Needs identification and beneficiary selection:** Identified children with special needs from their resettled villages. Resettlement has given them the opportunity to live with their families while learning in the campus. Community members, government staff and parents help to identify beneficiaries and their needs.
2. **Training/ capacity development:** Children are educated in the campus. Family members are trained to understand the child's needs and conditions and support their personal development.
3. **Contributions:** Personal, social and economical. With education children have improved so much that they are able to help in the village work. The understanding and support of the villagers has helped the children integrate into society.

Empowerment through Credit Schemes (SURIYA)

Evolution

Launched in 1991, SURIYA Women's Development Centre is known in Batticaloa as the nodal organization addressing women's needs and rights. In the beginning, the organization worked with Muslim and Tamil women and children in refugee camps in and around Colombo, who had been displaced from the North East Province. After the government closed down these camps, SURIYA relocated to Batticaloa in 1994, and started its programmes for women and communities with a focus on long term and productive results.

The Process

Its cultural activities and legal aid programmes enabled it to enter the communities. SURIYA has been partly successful in building sustainable mechanisms to address violence against women in the district and its surroundings. It has inculcated confidence among women vulnerable to the prevailing conditions of the district by making them aware of their rights, methods of protection and how to react in different vulnerable situations. SURIYA's services during the armed conflict were a great support for women who had absolutely no protection against the traumas being inflicted on them. Community mobilization efforts encouraged many groups to opt for small credit schemes that have helped them assert their economic independence and social standing.

SURIYA's publication and legal staff

are well versed in women's rights and legal provisions. The organisation has achieved more success in the areas of social and personal empowerment of women. This has been accomplished through a combination of networking, cultural shows and publications.

Findings

Programmes

Community Mobilization

Elements of good practice

- 1. Needs identification and beneficiary selection:** Needs are identified through legal aid and the violence against women programmes and cultural activities.
- 2. Training/ capacity development:** Training for savings, credit, self-employment, other gender and women rights have helped the women gain confidence. Learning, working and solving problems in a group has worked successfully. They are encouraged to save and are given small loans, which have to be paid back to SURIYA.
- 3. Contributions:** Personal, social and economical. Once their personalities are developed they communicate confidently with donors and visitors. This has helped them compete with others in their income generating activities. The legal aid programme empowers them by fighting for and understanding their rights.

Holistic Development and Micro Finance Options (WDC)

Evolution

Women's Development Centre (WDC) aims to improve the status of women in society through various community-based activities and programmes. Though initially, activities concentrated on crisis intervention for women victims of violence, the scope broadened to cover a holistic system of development for them.

The Process

WDC also has a 'Crisis Intervention for Women' cell like SURIYA, which works in the area of community development for women and their children. The cell first helps to empower groups of women and later directs them to address community development programmes so they gain social and personal recognitions. Women are also empowered to undertake overall village development.

The dynamic elements in its approach include health related activities, helping students in schools, a resource planning centre with residential training facility and research on women issues.

WDC has six forums in different districts from North and Central to South. The national forum where issues are lobbied aggressively and advocated, heads the others. WDC has also influenced women to explore self-employment options through micro finance. Women receive and save revolving funds from WDC to improve the financial capacity of the group. Then they continue their internal credit schemes to start a business. A wide variety of branded

training programmes help them enhance their businesses and skills. WDC has grouped these women, encouraged and supported them in innovative ways to overcome their problems, explore possible livelihoods and make sustainable decisions.

Justice of Peace

A very special member-friendly service provider, the organisation has a wide coverage and tries to address the varied needs of members. WDC has been successful in all three dimensions - social, economic and personal. A remarkable achievement is that a WDC member has been appointed Justice of Peace in the village.

Findings

Programmes

Community Development through Women

Elements of good practice

- 1. Needs identification and beneficiary selection:** Initial activities concentrated on crisis intervention for women victims of violence.
- 2. Training/ capacity development:** A short-term residential facility supports women during their vocational training. Counselling and legal provisions help them overcome their present crisis. Women's rights and literacy training prepare them to live a normal life. Finally they are given livelihood and income generating options to choose the one best suited to them.

3. **Market linkages:** All the women's forums under linked under one umbrella. Exchange visits are organised for women's groups. Special community development programmes have enhanced their social contribution and integration. While branded trainings help them decide individual income generating opportunities.
4. **Contributions:** Personal, social and economic. Participating in the women's forum and representing the region in national forums has helped in personali-

ty development. Awareness of HIV/AIDS, other diseases and availability of medical facilities enhances their knowledge on health and hygiene. Getting involved in community organizations helps them gain acceptance and integrate within the community successfully. The vocational training credit schemes, branded entrepreneurial development and small business management trainings boost financial independence giving them the impetus to stand on their feet.

Conclusions

Trained and motivated staff is one of the major reasons for the success of an organization. Talented staff, specializing in counselling, mobilizing, follow-up and monitoring has helped these organizations succeed in their respective fields.

Surviving without a clear vision of where to go is a major challenge faced by organizations that support survivors of violence. The wide gamut of different service packages offered attracts beneficiaries for short-term gain, but hinders their long-term journey towards sustainable development.

Identification is another challenge. Those who are identified as survivors are grouped and accepted in certain social events. Most of the time, this acceptance is

achieved after a long struggle. Society's prevailing culture and traditions do not accommodate integration easily.

Organizations offer a vast range of service provisions for livelihood development in the different regions. Each offers packages and strategies determined by the needs of their target groups, environment, capacity, philosophy and funds. While some organisations have achieved success only in the social and personal development of their beneficiaries, Agro-Mart has focused exclusively on their economic development. Though all stakeholders are committed to empowering women in all three dimensions - social, personal and economic - their practices differ.

Guidelines For Replication

1. Any project can be selected but needs to be tested based on the target group, geographic area, market linkages and demands of the respective community
2. A survey of the project area needs to be conducted with the objective of exploring the interest and needs of the individual, technical know how, project cost, resource capacity, market linkage mechanisms and possibility of partnership with local government mechanisms, NGOs and the private sector
3. Survivors need planning, management and skill training - both general and specific
4. Information on the process of registering livelihood options, the market, raw material and product sales should be imparted
5. NGOs working in trafficking can also provide seed money
6. The Governments of the respective countries should take the responsibility to provide funds for such projects since these livelihood option programs offer the best solution to minimise trafficking, and to rehabilitate and reintegrate survivors. In addition, this "fund policy" can be linked to the government's poverty alleviation strategy
7. Regional level mechanisms need to be developed at SAARC level to monitor projects and their impact on the lives of survivors
8. Regional efforts should be made to mobilize the resources needed to support and replicate the projects, nationally
9. In addition to rehabilitation homes, training should be extended to women/ girls in trafficking-prone areas
10. Awareness and understanding needs to be created in the market to support survivors by buying their products and offering them employment opportunities
11. Extensive co-operation from government and NGOs is required for training and job placement programs
12. There should be free and compulsory education for girls up to the School Leaving Certificate level
13. Half-way home programs are critical
14. Government and NGOs need to provide surveillance in trafficking-prone and reintegrated areas to ensure the safety of the community and survivors
15. Coordination, cooperation and communication among all relevant stakeholders is important
16. Support is needed for skill development and safe migration of skilled women for jobs abroad
17. Periodic supervision, monitoring, follow up, review and evaluation of women/ girls' education, skills and employment situation would ensure sustainability of livelihoods.

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Annexure 2

Profiles of Organizations

BANGLADESH

1. Association for Community Development (ACD)

ACD WAS ESTABLISHED in 1991 to strengthen the role of non-government organizations at the grassroots level and ensure human rights, enhance good governance in rural areas, minimize gender discrimination and expedite development initiatives especially in the Rajshahi region.

ACD is committed to support disadvantaged women and children to enhance their individual/collective initiatives for empowerment and achieving a better life. In particular, ACD works for human and child rights, which include gender, social justice, women's empowerment, combating trafficking, saving children from hazardous conditions and promoting their rights. The organization provides legal support to victims of violence, runs a shelter home for them, provides need-based vocational training, and works for their rescue, reintegration and self-reliance.

With the assistance of ACD, about 23 local NGOs have formed an active, anti-trafficking network. Network members share and update trafficking related information on a regular basis and work towards raising the awareness of the masses to combat violence against women and children.

Contact

*Association for Community Development
H-41 Sagarpara, Rajshahi - 6100, Bangladesh
Email: rajacd@librabd.net*

2. Bangladesh National Women Lawyers' Association (BNWLA)

BNWLA, FOUNDED IN 1979 and registered in 1981, works to achieve gender equity, equality and rule of law in society. Its mission broadly includes upholding the status of women in Bangladesh and empowering them to acquire legal and socio-political rights. Its specially designed programmes focus on protecting women and children from all forms of discrimination and violence by ensuring them access to legal services.

BNWLA provides institutional support to the survivors of violence through its shelter home and offers them livelihood development options that will help to reintegrate them into society.

Contact

*Bangladesh National
Women Lawyers' Association
House 60A, Road 27 (old), Dhanmondi R/A
Dhaka - 1209, Bangladesh
Email: bnwla@bdonline.com
Website: www.bnwla.org*

3. BRAC

BRAC WORKS WITH those living under extreme conditions of poverty, illiteracy, disease and other handicaps. With its diversified development programs, BRAC makes every effort to bring about positive changes in their lives. It works actively on the promotion of human rights, dignity and gender equity through socio-economic, political and human capacity building.

In partnership with other organizations, BRAC provides comprehensive community-based services for livelihood development to the survivors of violence.

Contact

BRAC Centre , 75 Mohakhali, Dhaka -1212
Bangladesh, Email: brac@brac.net
Website: www.brac.net

4. Dhaka Ahsania Mission (DAM)

DAM IS ONE of the largest NGO's in Bangladesh working to develop the social, emotional and economic life of the people. The organization extends all support and assistance in alleviating poverty and empowering the poor, specially the women and children. The organization also works to rehabilitate and reintegrate the survivors of violence by providing them with sustainable livelihood options through its Child and Woman Trafficking Prevention Program (CWTP). DAM's shelter home in Jessore offers institutional care and support services for the livelihood development of survivors.

Contact

Dhaka Ahsania Mission
House 19, Road 12 (new), Dhanmondi R/A,
Dhaka - 1209, Bangladesh
Email: dambgd@bdonline.com
Website: www.ahsaniamission.org

5. The Dutch Bangla Bank (DBBL)

A JOINT VENTURE, DBBL is the first Bangladeshi-European Bank in the country. It was established in 2001 to work for the rehabilitation of the destitute and neglected sections of society, particularly the rural poor. DBBL helps individuals, families, groups, organizations, and communities to enhance or restore their capacity for optimal social functioning and create favourable societal conditions for individual development. In addition to its activities, DBBL supports acid and dowry victims especially from rural areas.

Contact

Dutch Bangla Bank Limited
Sena Kalyan Bhaban (5th floor)
195, Motijheel C/A
Dhaka - 1000, Bangladesh

**6. Department of Social Services,
Ministry of Social Welfare (DSS)**

DSS is part of the Ministry of Social Welfare, Government of Bangladesh. Mandated to provide a number of services in the social sector, it maintains shelter homes in different parts of the country and provides services for the livelihood development of survivors of violence. In collaboration with international agencies, DSS is also involved in several projects that develop livelihood options and help in the reintegration of survivors.

Contact

Department of Social Services
National Social Services Bhaban
E-8/B-1, Agargaon, Shere Bangla Nagar
Dhaka - 1207, Bangladesh

7. The Daily Prothom Alo

PROTHOM ALO, IS a widely circulated national daily, that supports acid violence survivors and boosts mass consciousness by regularly reporting news, stories and features related to this inhuman crime. With the financial help of its readers, the daily has set up the Prothom Alo Aid (PAA) Fund to provide legal support and treatment to survivor and ensure their rehabilitation.

Other than treatment, the fund also provides a one-time grant to help survivor's start some income-generating activities. Until June 2005, the fund had helped to rehabilitate 69 victims and provided treatment to 40 victims of acid violence.

Contact

The Daily Prothom Alo
100, Kazi Nazrul Islam Avenue, CA Bhaban,
Karwan Bazar
Dhaka - 1215, Bangladesh
Email: info@prothom-alo.com
Website: www.prothim-alo.com

8. Shishu Palli Plus (SPP)

SPP, A NON- PROFIT, non-government organization, was established in 1989. Its mission is to serve underprivileged orphan children and destitute women, and rehabilitate them through education and skill development training. Situated in 16 acres of land at Sreepur, Gazipur district, SPP has become an ideal home for hundreds of orphaned children and destitute mothers.

SPP beneficiaries include orphans, abandoned, physically/ mentally challenged children, victims of child trafficking and destitute children below the age of eight. Facilities are also available for widows, unmarried pregnant women, mothers with children, commercial sex workers, destitute and socially handicapped women. It also provides basic education, health care and vocational training for boys and girls, and business skill development training for women. About 1200 children and a few hundred mothers have been successfully rehabilitated since its inception.

Contact

*Shishu Palli Plus Project
Tengra, Sreepur, Gazipur
Bangladesh
Email: sreepurv@dhaka.net*

or

*Dhaka Office
House 20, Road 17
Nikunja 2, Dhaka - 1229
Bangladesh
Email: spplus@dotbd.com*

the empowerment of rural communities and groups, particularly the underprivileged and women, to take control over their lives, manage their environment and to create a better and more equitable society.

Contact

*Aga Khan Rural Support Programme - India
9-10th Floor, Corporate House, Opp. Dinesh Hall
Off. Ashram Road, Ahmedabad - 380009
Gujarat, India E-mail: debdoot@akrspi.org*

2. Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP)

ALEAP WAS ESTABLISHED to support women who wanted to establish their own businesses. The idea was generated among the lady members of FAPCCI who understood the impediments women face in the process of establishing themselves in the market. ALEAP's main objective was to capacitate, guide and help women overcome the many hurdles that obstructed their efforts to become entrepreneurs. ALEAP considers this an effective mechanism in contributing towards women's struggle to overcome gender related barriers.

Contact

*Association of Lady Entrepreneurs of A.P.
(ALEAP), House # 8-2-677/B/1, Road No.12,
Beside Banjara Castle
Banjara Hills, Hyderabad - 500034
Andhra Pradesh, India
E-mail: aleap@rediffmail.com
Website: www.aleap.org*

INDIA

1. Aga Khan Rural Support Programme (India) (AKRSP)

AKRSP IS WORKING on livelihood initiatives in four distinct environmentally challenged and economically vulnerable regions of Gujarat: Bharuch / Surat, Junagadh, Kutch and Surendranagar districts. During the last year, they have also initiated operations in Madhya Pradesh.

The organisation is dedicated to enabling

3. Don Bosco ASHALAYAM

DON BOSCO ASHALAYAM has its humble beginnings on the platforms of Howrah Station. Father Anthony, a Silesian priest, while passing through Howrah Station on one of his several journeys, noticed many children on the platforms. They looked helpless and lost. He decided to help and visit them regularly. But the children found it difficult to accept a stranger because they considered normal and decently dressed people their enemies.

As time passed, gradually the children accepted him as their friend and began to open their hearts to him. Their first problem was a shelter, because at night the adults, older kids and others harassed them. Whatever money they could save was also stolen. A solution was found when on 2nd January 1985, 14 boys walked into a shelter called the Don Bosco ASHALAYAM. What started as a street contact became a shelter and eventually a home.

Contact

*Don Bosco ASHALAYAM
158, Belilious Road
Howrah - 711101
West Bengal, India*

4. International Organisation for Migration (IOM)

THE ECONOMIC REHABILITATION of Trafficked Victims (ERTV) Project was conceptualised by International Organisation for Migration (IOM), on noticing a newspaper article on the rescue of trafficked victims juxtaposed with another on AMUL starting production and marketing of pizzas. Working at that time on the rehabilitation of earthquake victims in Kutch, IOM was exploring appropriate avenues to work with the victims of trafficking; a growing problem in India and one of the seven mandated areas of IOM's work. The idea of rehabilitating the victims of trafficking through such marketing initiatives was thus born in August 2001.

Contact

*International Organisation for Migration - IOM
ERTV Project Office
207, Sayeed Plaza, Lakdikapul
Hyderabad - 500004
Andhra Pradesh, India
E-mail: iomhyderabad@iom.int
Website: www.iom.int*

5. The Kaira District Milk Producer's Co-operative Union Ltd - AMUL

THE KAIRA DISTRICT Milk Producer's Co-operative Union Ltd. was registered in December 1946 with the objective of liberating

the milk producers of Kaira district in Gujarat from the prevailing market arrangement, which was to their disadvantage. The purpose was to evolve a suitable marketing arrangement, which would ensure the milk producers their due that was being usurped by street-smart businessmen controlling the market through their agents and contractors. When monopoly milk collection rights were awarded to one businessman in Kaira, the producers were captive at the hands of his contractors, who paid them as per their whims. The producers had to oblige because there was no other way in which their produce could reach the market and fetch them a reasonable price. In order to challenge this situation, milk producers sought to come together and create a system, which would ensure them a fair price for their produce.

Contact

*Gujarat Co-operative Milk Marketing Federation (AMUL), Amul Dairy Road, P.O. Box No.10
Anand - 388001, Gujarat, India
Email: gcmmf@amul.coop
Website: www.amul.coop, www.amul.com*

6. ODANADI Seva Samasthe

A MYSORE BASED organisation, ODANADI works pro-actively on issues related to Commercial Sexual Exploitation and Trafficking. It runs a shelter home for girls who are rescued from difficult circumstances (sexual exploitation, trafficking, domestic violence etc.) and extends training in various trades like making detergents, candles, soft toys, beautician courses, driving 4 wheelers etc depending on the individual interests.

Contact

*ODANADI Seva Samasthe
15/2 B, Hootagally Village
Belawadi Post, Hunsur-Mysore Road
Mysore - 570018, Karnataka, India
Email: odanadisevatrust@yahoo.com
Website: www.odanadi.org*

7. Prajwala Enterprises

THE BASIC OBJECTIVE behind setting up Prajwala Enterprises was to provide economic opportunities to survivors of trafficking, ensure their process of rehabilitation and reintegration and reduce possibilities of their re-trafficking. The enterprise was set up with the financial support of IOM, and Boys Town - St. Mark's Family Helper Project, an institution renowned for its vocational training programmes, extending its technical expertise to train and set up the unit.

Prajwala took on the responsibility of ensuring the entire rehabilitation process inclusive of extending psychosocial support, organising the required vocational training and business specific orientation of the trainees and managing the enterprise. Catholic Relief Services also pitched in to extend stipend support to trainees during their training period. The idea to set up a labour intensive and production oriented unit like a 'Book Binding Unit' was mooted on the basis that involving the participants in a production activity would mean imparting skills, which would remain with them for life - i.e. value addition in real terms. Also, the universal demand for the products of a bookbinding unit would ensure livelihood options for these participants even if they move on to other places.

Contact

Prajwala Enterprises
20-4-34, III Floor, behind Charminar Bus Stand
Charminar, Hyderabad, India
E-mail: praj-2010@eth.net;
sunitha_2002@yahoo.com

8. SANVED

SANVED WAS INITIALLY conceived as the cultural wing of SANLAAP, an anti-trafficking non-governmental organisation. In 1996, Ms. Sohini Chakraborty, the Founder and Artistic Director of SANVED, created and facilitated a Dance Movement Research Project - Rangeen Sapney - in SANLAAP's Shelter Home (SNEHA) for the children of women in prostitution and rescued survivors of CSE&T. While other NGOs and State run Shelter Homes

taught dance as a mere form of exercise and enjoyment, Rangeen Sapney introduced the powerful and intimate medium of Dance and Movement as a potential method of psychosocial rehabilitation. In 2000, the colourful dreams of Rangeen Sapney consequently gave birth to a new entity, an organisation, SANVED - The Voice of SANLAAP.

Contact

SANVED
C/o: SANLAAP
38 B Mahanirban Road, Kolkata - 700029
West Bengal, India
E-Mail: sohini_dance@rediffmail.com
Website: www.sanlaap.org

9. Society For Development Research & Training (SFDRT)

SFDRT WAS FOUNDED in 1996 by Mrs. Shyamala Ashok to address issues of HIV/AIDS, generate awareness, and work on aspects related to prevention and care of STD/HIV/AIDS for high-risk groups in Pondicherry. Its group of committed professionals tackles the major social issues that act as a barrier towards development. SFDRT works with women in prostitution, truckers, people living with HIV/AIDS, vulnerable children, adolescents, workers in the film industry, prisoners and poachers in the UT of Pondicherry, Chennai in Tamil Nadu and Port Blair in Andaman & Nicobar Islands.

Contact

Society For Development Research & Training (SFDRT)
Ratna Theatre Complex, Anna Salai
Pondicherry - 605001, India
Email: aabinand@satyam.net.in,
sfdrt@satyam.net.in

10. VASAVYA Mahila Mandali (VMM)

VMM/ VASAVYA, AN NGO based on Gandhian principles, has been working for the last thirty years on varied issues, with a focus on women and children.

Based in Vijayawada, Andhra Pradesh, it

supports people from different backgrounds - street and platform children, women in prostitution, survivors of trafficking, women and children in difficult circumstances, the aged, ex-criminals, slum-dwellers and people living with HIV/AIDS. Though the focus is to provide basic care and protection, over the years, VMM has been attempting to provide livelihood options through various means.

Contact

VASAVYA Mahila Mandali
Benz Circle, Vijayawada - 520010
Andhra Pradesh, India
E-mail: vasavya@vasavya.com
or
15/1, Ashok Avenue
Kodambakkam, Chennai - 600024
Tamil Nadu, India

NEPAL

1. ABC/Nepal

ABC/N IS A human rights organization working for the promotion of women's and children's rights with a special focus on the prevention of violence against women as well as trafficking in women/ children for the purposes of sexual exploitation.

ABC/N works to eliminate all forms of violence and discrimination against women and children through action-oriented community development activities aimed at empowering women to become self-sufficient. People from the community are urged to participate at every step, from planning to the execution of the programmes. ABC works to increase awareness in society about the problems of trafficking, make basic health care a priority especially in reproductive health, establish a network for information sharing between NGOs and individuals, advocate for women's rights and help to educate and empower them.

Contact

ABC/Nepal
PO Box 5195 Kathmandu, Nepal
Email: abc@transit.wlink.com.np

2. Association for Crafts Producers (ACP)

ESTABLISHED IN 1984, ACP is a private and professional organization that designs, markets, manages and provides technical services for low-income, primarily female craft producers in rural and urban areas. ACP also tries to maintain a balance between the main ethnic groups in the country in its producer profile. Benefiting 38 producers in 1984, its services have already reached almost 1000 beneficiaries whose income has increased dramatically.

Contact

Association for Crafts Producers
GPO Box 3701 Kathmandu, Nepal
Email: craftacp@mos.com.np

3. Child Welfare Scheme Nepal (CWSN) (Jyoti Vocational Training Center)

CHILD WELFARE SCHEME Nepal (CWSN) is a social welfare organization operating in and around Pokhara, Nepal. The main goal is to alleviate the suffering of children and young people from socially and economically challenged backgrounds by providing them with community-based services in the areas of health and education.

Jyoti Vocational Training Center is CWSN's largest project, which touches the lives of thousands of street children and trainees, directly or indirectly. The Center offers teenagers the tools to become financially independent and successfully reintegrate back into society. Up to 100 students are trained to become professional plumbers, electricians, beauticians, care givers or secretaries. Along with vocational training they are given formal education, life skills training and psychosocial guidance.

Contact

Child Welfare Scheme Nepal
Halanchowk Lakeside Pokhara
P.O. Box No: 231, Nepal
Email: cwsn@sewanet.com.np
Website: www.childwelfarescheme.org

4. Department of Women Development, Ministry of Women, Children and Social Welfare of His Majesty's Government of Nepal (DWD)

ESTABLISHED IN 1982, the DWD at the centre is overall responsible for the planning, implementing, monitoring and evaluation of the women development programmes. These programmes are implemented across 75 district offices. Group formation, training, community development and institutional development components are directly implemented through the cadre of the department. In order to make plans and programmes, more realistic and effective, DWD coordinates with other government organizations, NGOs, financial institutions and other donor agencies. Annual credit plans are formulated in coordination with participating banks, WDS and The Nepal Rastra Bank. The department regularly reviews programmes, prepares and implements manuals, set norms and monitors programmes.

After lessons learned and experienced gained with the implementation of integrated women and child development programme under PCRW and development of women's cooperatives under MCPW, it has become clear that there is great scope of establishing a women's movement for their empowerment and achieving sustainability at the grass root level. If federated, a woman's group will have a powerful voice in the decision making process. DWD's focuses its activities on implementing plans and policies of the Ministry of Women Children and Social Welfare, minimizing gender discrimination, institutional and social development programmes.

Contact

*His Majesty's Government,
Ministry of Women Children and Social Welfare,
Department of Women Development
Pulchowk, Lalitpur, Nepal
Email: dwd@mos.com.np*

5. Ekta Kendra

THE PRIMARY OBJECTIVE of Ekta Kendra is to provide opportunities of employment to

women who are victims of violence and those who are economically challenged. Based in the Rupandehi District of Nepal, the organisation partners with local organisations and expert trainers to provide on-the-job training and livelihood options to women.

Contact

*Ekta Kendra
Sharma Mini Market
Belahiya, Siddharthanagar-1
Rupandehi, Nepal
Email: trishnasma@yahoo.com*

6. Joint Initiative in the Millennium against Trafficking in Girls and Women (JIT)

JIT IS AN HMG, Nepal Government supported programme, which provides necessary information to the government to prepare plans, develop policy, laws and budgets to support and reintegrate women and children affected by trafficking. JIT also helps to provide training for skills development and awareness programmes for the livelihood development of the survivors. Through cross border and regional information exchange programmes, the organization seeks to enhance interaction and co-ordination among the SAARC countries to minimize incidents of trafficking. Its two primary objectives are to:

investigate the causes of trafficking in women and girls and address the situation, make people aware of discrimination and violence against women and urge individuals and the government to participate in programmes against violence.

Contact

*JIT, PO Box 107 Kathmandu, Nepal.
Email: info@jitnepal.org*

7. Maiti-Nepal

ESTABLISHED IN 1993, Maiti-Nepal is a non-profit organization working for the rights and welfare of women and children. Through its social awareness campaigns, it organizes rallies, workshops, street dramas and other cultural programs. Students are urged to partici-

pate. The organization's prevention homes conduct skill and income generating training programs to help girls and women at risk become self reliant and independent. After the six month training they are provided with micro-credits for self-employment. The organization has a separate shelter and rehabilitation programmes for orphans and destitute children at Gaushala, Kathmandu. The Teresa Academy provides education up to class 10 for 350 students. Other services include surveillance for the prevention of trafficking, rehabilitation services for HIV/AIDS survivors, rescue and rehabilitation programs and legal assistance.

Contact

Maiti Nepal, PO Box 9599 Kathmandu, Nepal
Email: maiti@ccsl.com.np

8. SAATHI

SAATHI WAS ESTABLISHED in 1993 to empower women and children through the promotion of gender equality and equity based development. The Bishram Bal Kendra, a drop-in centre for street children and the Child Educational Scholarships are its two special programmes for children. The Cabin Restaurant Support Project helps to eliminate exploitation against waitresses while the Saathi Banke Shelter offers refuge to women and child victims of domestic violence and conflict. Other programmes include the Cross-border Programme, to combat trafficking in women and children, Ashreya Shivar Rehabilitation Centre for battered and sexually abused women and street children and the Women's Skill Training to help victims of violence generate income. Saathi works in Kathmandu, Banke, and Bardiya. Its objectives include working for the implementation of existing laws and the formation of new ones to protect women and children against violence and exploitation, advocacy and research to gather evidence of gender discrimination and violence.

Contact

SAATHI
PO Box 7770, Kathmandu, Nepal.
Email: contact@sathi.org.np

9. Shakti Samuha

FOR SHAKTI SAMUHA, registered in 2000, violence should be analysed in the human rights perspective. Trafficking has to be separated from issues of prostitution and sex. Survivors should be provided shelter and food, empowered to build up their confidence and self-esteem and helped to reintegrate with the family and society. Apart from offering them a rehabilitation home and training, Saathi counsels victims and their families, Provides special counseling for judicial cases and networks with other NGOs and institutions for their support. It works on all issues related to trafficking in women and girls, spreads awareness that trafficked persons have an equal right to live with the same freedom and security as others, and helps to change society's attitude to survivors.

Contact

Shakti Samuha
P.O. Box No.19488
Chabahil, Gaurighat
Kathmandu, Nepal
Email: shakti@samuha.wlink.com.np
Website: www.shaktisamuha.org

10. Women Rehabilitation Centre (WOREC)

ESTABLISHED IN 1991, WOREC envisages a healthy society, which is economically productive, equitable and sustainable; environmentally sound and socially just with equal human rights and opportunities for all. Its areas of work are classified under three main themes: collective empowerment and social mobilization, human rights and social justice and sustainable livelihood and development. Programmes include problems of trafficking, community-based child development, women's health, adolescent health education and community-based prevention of HIV/AIDS.

Contact

Women Rehabilitation Centre
P.O. Box 13233 Kathmandu, Nepal
Email: worec@wlink.com.np

SRI LANKA

1. Agro-Mart Foundation

AGRO-MART FOUNDATION was set up in 1989 as an independent NGO with the objective of developing economic and social opportunities for the rural poor, specifically women. The Foundation operates in seven administrative districts. Its diverse programme portfolio includes very specific focus areas such as entrepreneur development training, economic literacy training, training for everyone popularly known as the rural polytechnic, food processing, women's skills development and the awareness tour to Thailand. This Tour covers a wide area of rural Thailand, known for its high standard of rural development through agriculture, horticulture, livestock breeding, small industries, aquaculture etc.

Contact

*Agromart Foundation - Galle
No: 7, Wakivella Road
Galle, Sri Lanka
Email: afgalle@slt.lk*

2. Don Bosco Technical Centre

DON BOSCO TECHNICAL CENTRE (DBTC), Negombo, Sri Lanka (established in 1963) is one of the many educational and social service institutions established and operated throughout the world by the Silesian society. The specialty of the Silesians has been technical vocational training of poor youth. Besides the Centre in Negombo there are 10 other 'sister houses' spread across the island. Some of these houses serve as technical training-cum-social service centers while others focus more on the social service aspects.

The organization's primary objective is to combat trafficking and other forms of sexual abuse of children adolescents on Negombo beach by providing them with shelter, education and vocational skills.

Contact

*Don Bosco Technical Centre, 22 Don Bosco,
Mawatha, Ettukala, Negombo, Sri Lanka*

3. Survivors Associated (SA)

SA PROVIDES SURVIVORS of armed conflict suffering from sociological, medical and psychological distress and those who are despairing or suicidal, with integrated socio economic, medical help and counseling. The organization focuses on the families of the deceased, disappeared or tortured with a special emphasis on female-headed households the handicapped, elderly and unemployed youths. Its main areas of work include training persons from communities to act independently in emergency situations, provide services needed in conflict areas and gather representatives from ethnic communities for training and awareness building programmes to promote understanding and ethnic harmony.

Contact

*Survivors Associated
No. 22, Melford Crescent
Dehiwela, Sri Lanka
Email: suraso@eureka.lk*

4. Social, Economical and Environmental Developers (SEED)

Since 1996, the SEED team has concentrated on the development and empowerment of the community with a particular focus on groups with special needs, including internally displaced people (IDPs), women headed households, and those with limited access to educational facilities including school dropouts. SEED believes its partner communities are capable of finding their own path to development. Working only as a facilitator, SEED helps to develop independent and empowered communities and individuals. Partnerships with government, international NGOs and other interested groups and individuals have been the key to SEED's success in its work with conflict-affected communities.

SEED is currently implementing five types of programmes: relief and rehabilitation, empowerment campus for those with special needs, community based rehabilitation, organic farming and development through education

SEED has created a fully integrated vil-

large resettlement and development programme, which aims to help displaced people fulfill their basic social, economic and infrastructure needs. To date, SEED has helped close to 3,000 people rebuild their lives. The organization directly funds children who have no access to education, providing them with all their academic, traveling and subsistence needs. 100 children have been helped through individual and private sector donations.

Contact

*SEED - Social Economical and Environmental Developers, No 15, Karappankadu
Vavuniya, Sri Lanka
Email: seedva@sltnet.lk*

5. SURIYA Women's Development Centre (SURIYA)

IN 1991 SURIYA started work with women and children from Muslim and Tamil communities, living in refugee camps in and around Colombo. After government closed the camps, SURIYA started programmes committed to achieving equal rights, freedom and empowerment for women in all aspects of life. The organization is presently involved in livelihood development for Tsunami survivors as well. Through its work, the organization strives to eliminate all forms of discrimination and build a society based on the principles of democracy, justice and peace.

It helps women gain accessibility to law and justice, looks at building sustainable mechanisms to address violence against women in the community, works towards

empowering women at the community level and encourages them to participate in the socio-economic development of their families and society. SURIYA's comprehensive publications such as the journal 'Penn', are an invaluable addition to the existing resource of gender-based literature.

Contact

*Suriya Women's Development Centre
20 Dias Lane
Batticaloa, Sri Lanka
Email: suriyaw@slt.lk*

6. Women Development Centre (WDC)

WDC AIMS TO improve the status of women in society through various community-based activities and programmes. Initially, activities concentrated on crisis intervention for women victims of violence. However the scope of the organization has broadened to embrace a more integrated approach to the overall development of women. WDC's objectives encompass crisis intervention for women victims of violence, promotion of ethnic harmony, community based rehabilitation of disabled children, community development for women in low income communities and networking with women's groups at all levels.

Contact

*Women's Development Centre
61, Mulgampola Road
Kandy, Sri Lanka*

Annexure 3

Regional Action Forum Members and Consultants

[Where applicable, the names of experts who are members of a National Core Group but not part of the Regional Action Forum, as well as the consultants who contributed to the national Resource Books, are also listed below]

BANGLADESH

Regional Action Forum Members

- Adv Elina Zubaidy Baby, Senior Sector Specialist, Bangladesh Rural Advancement Committee (BRAC)
- Mr Ehsanur Rahman, Deputy Executive Director, Dhaka Ahsania Mission (DAM)
- Dr Mahmudur Rahman, Chairperson Department of Clinical Psychology, University of Dhaka
- Ms Salima Sarwar, Executive Director Association for Community Development (ACD)

Consultant

- Mr Akhter Hussain, Professor Department of Public Administration, University of Dhaka

INDIA

Regional Action Forum Members

- Dr Achal Bhagat, Director SAARTHAK
- Ms Indrani Sinha, Executive Director SANLAAP
- Mr Pravin P Patkar, Director, Prerana
- Ms Shyamala Ashok, Executive Director Society For Development Research & Training (SFDRT)
- Dr Sunitha Krishnan, General Secretary Prajwala

Consultant

- Mr Anindit Roy Chowdhury, Program Manager, SANLAAP

NEPAL

Regional Action Forum Members

- Ms Anuradha Koirala, President Maiti - Nepal
- Mr Deepak Raj Sapkota, Executive Director, Central Child Welfare Board (CCWB) - His Majesty's Government
- Ms Durga Ghimire, President, ABC - Nepal
- Ms John Frederick, Director, Ray of Hope
- Ms Padma Mohini Mathema, National Rapporteur on Trafficking in Women and Children, National Human Rights Commission (NHRC)
- Ms Pinky Singh Rana, Program Manager Samanata - Institute for Social and Gender Equality
- Ms Pramada Shah, President, Saathi
- Ms Pranita Thapa, Program Coordinator HIMRIGHTS

National Core Group Members

- Mr Bidur Prasad Adhikari, Life Line Officer, HIMRIGHTS/ LIFELINE
- Ms Bina Gyawali, Secretary Alliance Against Trafficking in Women and Children in Nepal (AATWIN)
- Mr Bishwa Ram Khadka, Program Manager, Maiti Nepal
- Ms Hari Priya Pandey, Coordinator Nepal Network Against Girl Trafficking (NNAGT)
- Ms Manju Tiwari, Information Officer ABC-Nepal
- Ms Pankaja Bhattarai, Program Officer The Asia Foundation

SRI LANKA

Regional Action Forum Members

- ♦ Ms Bianca Wijesekera
Abeygoonewardane, Unit Head
Early Childhood Development Program,
Shramadana Movement (Sarvodaya)
- ♦ Ms Dilruksh de Alwis, Chief Legal
Officer, Women in Need (WIN)
- ♦ Prof Harendra De Silva, Former
Chairman, National Child Protection
Authority (NCPA)

- ♦ Fr Shiran Karawgodage, Director
Don Bosco Technical Centre
- ♦ Ms Pearl Stephens, Executive Director
Women's Development Centre (WDC)
- ♦ Dr Rajendira Surenthikumaran,
Lecturer, Department of Community
Medicine, University of Jaffna

Consultant

- ♦ Ms Verni Vijayarajah, Director Human
Resources Department, Irritech (Pvt.)
Limited

Annexure 4

Suggested Livelihoods

All the livelihood options listed below may not necessarily be included in this Resource Book, but can be initiated as potential livelihood options for entrepreneurs.

Corporate marketing services/ franchise/ direct marketing

- ♦ Amul Parlours
- ♦ Xpress Coffee Day Kiosks
- ♦ NIIT/APTECH Franchise
- ♦ Iway Internet Café (Franchise)
- ♦ Amway direct marketing
- ♦ HLL (FMCG) Products
- ♦ HLL Hair Care Salons

Government support services

- ♦ Watershed initiatives
- ♦ ICDS Mid Day meal scheme (supplying food)
- ♦ Health centres - manufacturing and supplying sanitary napkins
- ♦ Forest Department/ Municipal Corporations - subcontracting job works like Nursing Aidesries / Maintenance of Gardens & Parks

Rural Resources

- ♦ Tamarind/ Tomato Processing
- ♦ Fisheries/ Sea Foods Processing
- ♦ Groundnut/ Sunflower Oil Processing
- ♦ Bee Keeping
- ♦ Herb Collection and Marketing
- ♦ Seasonal Horticultural Activities
- ♦ Vermiculture
- ♦ Nursing Aides
- ♦ Waste Land Management

Trade potential

- ♦ Book and Stationery Shop
- ♦ Garment Retail Unit
- ♦ Grocery Shop

Infrastructural or support services

- ♦ Restaurants, and PCOs and Motels on Highways
- ♦ Godowns on lease from Government for subletting
- ♦ Solar energy based products

Services based on market demand

- ♦ Restaurant/ Canteen
- ♦ School Bags
- ♦ Scooter Servicing
- ♦ Photo Studio/ Screen Printing

Technology based initiatives

- ♦ Mobile phone assembling/ servicing
- ♦ Computer assembling/ servicing
- ♦ Artificial Insemination
- ♦ Supply of seeds and fertilizers

Industrial production

- ♦ Packaging material
- ♦ Watch assembling
- ♦ Painting/other services for Automobile industries
- ♦ Bio Medical waste processing

Occupational or skill based

- ♦ Beauty Parlour
- ♦ Embroidery Unit
- ♦ Paper Mache Unit
- ♦ Handmade Paper
- ♦ Handicrafts
- ♦ Jute Products
- ♦ Bamboo Products
- ♦ Handlooms
- ♦ Sericulture

Services based initiatives

- ♦ House Keeping
- ♦ Geriatric care/ Paediatric services
- ♦ Mechanic/ plumbing/ electrical/ carpentry
- ♦ Travel Agency
- ♦ Para Vets



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C-6/2 Vasant Vihar, New Delhi-110057, India

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